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The Magazine of Service

NOV. 1919. VOL. XV, No. 5

CHICAGO, U. S. A.

PRICE TWENTY CENTS



Divinest Autumn! who may paint thee best,  
Forever changeful o'er the changeful globe?

Who guess thy certain crown, thy favorite crest,  
The fashion of thy many colored robe?


R. H. Stoddard.



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Rotarian L. M. BOOMER, Managing Director

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TEN POUNDS OF NUTS FREE: To the customer who first sends us the names of the two States into which we did not ship nuts last year will present a ten-pound box of nuts free.

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You are placing your order *with us* with the distinct understanding that if for any reason the nuts are not entirely satisfactory you may return them and we pay all carrying charges and refund your money.

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S. K. SIMON, Sales Mgr., Albany, Ga.

We are using this space through the courtesy of our old friend, Bill O'Laden of the Trans-Continental Freight Company. Bill is temporarily located at the top of the inside back cover of this magazine.





## Rotary and Its Magazine

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### International Association of Rotary Clubs

Is an organization of the Rotary clubs in nearly 600 of the principal cities of the United States, Canada, Great Britain and Ireland, Cuba, Porto Rico, Panama, Hawaii, Philippines, China and Uruguay, with headquarters at 910 South Michigan Avenue, Chicago, Illinois. The name is sometimes abbreviated to I. A. of R. C.

### Objects of the I. A. of R. C.

*First:* To encourage, promote and supervise the organization of Rotary Clubs in all commercial centers thruout the world.

*Second:* To co-ordinate, standardize and generally direct the work and activities, other than local activities, of all affiliated Rotary Clubs.

*Third:* To encourage and foster, thru its own activities and thru the medium of affiliating Rotary Clubs:

- High ethical standards in business and professions.
- The ideal of *service* as the basis of all worthy enterprise.
- The active interest of every Rotarian in the civic, commercial, social and moral welfare of his community.
- The development of a broad acquaintanceship as an opportunity for service as well as an aid to success.
- The interchange of ideas and of business methods as a means of increasing the efficiency and usefulness of Rotarians.
- The recognition of the worthiness of all legitimate occupations and the dignifying of the occupation of each Rotarian as affording him an opportunity to serve society.

*Fourth:* To create, adopt and preserve an emblem, badge, or other insignia of International Rotary for the exclusive use and benefit of all Rotarians.

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- along  
about  
6 o'clock  
how does your cigarette  
begin to taste?

NOTE—This is the severest test to which you  
can put your cigarette

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Hotel Touraine  
Hotel Copley Plaza  
Harvard Club  
Stock Exchange

Chicago  
Auditorium Hotel  
Congress Hotel

Narragansett Pier  
Casino

New York  
Hotel Belmont  
Hotel Manhattan  
Hotel McAlpin  
Stock Exchange  
Waldorf-Astoria

Palm Beach  
The Breakers

Philadelphia  
Ritz-Carlton  
Stock Exchange

Washington  
The Capitol Building

NEARLY dinner time. You've been smoking all day. How is your cigarette appetite?

If it is tired and jaded—in other words, unless it's as fresh, crisp and snappy as right after breakfast—you ought to look around for a different brand of cigarettes.

The right brand (when you find it) will let you feel fine and fit and smoke-hungry clear up to bed-time.

It will give you *enough* of the delicious flavor of Turkish tobacco—but it will be so blended as to off-set the over-richness or heaviness that comes from smoking *too much* Turkish.

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As soon as you are ready to look seriously into the cigarette question, put Fatimas to the 6 o'clock test.

*Liggett & Myers Tobacco Co.*

# FATIMA

*A Sensible Cigarette*

20 for 23 cents

\*Fatima contains more Turkish than any other Turkish blend cigarette.



# THE ROTARIAN

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CHICAGO, U. S. A.

NOVEMBER, 1919

## The Workers' Fair Share

By George W. Perkins

THE Worker's Fair Share has been a real problem ever since the world began. It has changed greatly as civilization has progressed, and has crowded harder and harder for solution as intelligence and education have spread and broadened.

The worker's fair share was an unsolved problem when the expression that designated the relationship between the man of capital and the man of labor was "owner and slave." It still existed when the expression of relationship became "master and man." It still exists in these days, when the expression of relationship is "employer and employee." These very changes in the expressions used to designate the relationship between capital and labor show that steady progress has been made toward solving the problem of the worker's fair share.

I take it that everyone believes that we cannot go back to the old conditions; that we must move forward to an even better relationship than that expressed by the term "employer and employee." You ask: "What is this newer relationship to be and what term will express it?" I answer that I believe it must be "partners." If I am right, then the next question is how can this relationship be worked out so as to bring the best results to all concerned?

### Profit Sharing Not Philanthropy

This problem has greatly interested me for thirty years. I have studied it earnestly, not from books but from experience obtained in the hard knocks of everyday work in the various business undertakings with which I have been connected. Twenty-five years ago I became convinced that only thru profit sharing that was real, honest and open could we hope to find anything like a satisfactory and permanent method of arriving at the worker's fair share.

I have found that my views on profit sharing, and my beliefs as to how to apply it, differ radically from those of many other people; that the plans I have been instrumental in having adopted are very different in application and in results from many other so-called profit sharing plans. I want, if possible, to point out wherein these differences lie.

In the first place, I do not look upon profit sharing as philanthropy or a form of benevo-

lence. I do not put it in the same class with gifts at Christmas-time or bonuses at the end of the year. I do not approve or believe in any plan that even savors of giving a man something for nothing. I do not believe that any self-respecting man wants any such arrangement, and I do not believe that any broad-minded, self-respecting employer can, in the long run, afford to have any such arrangement.

The profit sharing I believe in is the kind that is real; the kind that promotes thorough and efficient co-operation between employer and employee; the kind that makes partners of employees; the sort of profit sharing that is practiced between partners in a business. Anything short of this is bound to result in failure and will widen rather than narrow the breach between employer and employee.

Close observation, coupled with considerable experience, has convinced me that practically all the many failures in profit sharing, both in this country and in Europe, have occurred because at bottom the plans were not honestly devised nor equitably worked out. In nine cases out of ten, at some point in the practical ap-

*Mr. Perkins emphasizes his point*



plication of the plans that have failed, the fact has developed that they were not mutually beneficial; they either did not enhance the efficiency of the men in such a way as to satisfy the employer, or else did not distribute profits in such a way as to benefit and satisfy the employees.

No partnership where the profits are shared by two or a half dozen partners could last any length of time unless mutually beneficial, and the same rule holds good in a larger partnership where the profits are shared among many partners. No man or firm or corporation that is thinking of adopting profit sharing can hope for success, unless prepared to approach the subject in this spirit and deal with it in an absolutely honest, open and broad-minded manner.

### Causes of Changes

As I have said, the relation between employer and employee has changed with the centuries. What has caused this change in relationship? In my judgment the cause is found in the vast and broad educational forces that have been at work in the world. Since we founded this country we have spent approximately as much money on our educational systems as on our railroad systems. We consider our railroads financially successful if they earn dividends. If our educational systems are successful the divi-

The views of George W. Perkins on business matters are worthy of careful consideration. For years he has been a leading figure in industrial, railroad, and financial enterprises in the United States. In the accompanying article he tells what he thinks is the proper and the improper method of profit-sharing. This article is the second of several of which THE ROTARIAN is publishing for the information of Rotarians who have been committed, by the Salt Lake City Convention, to the task of studying the problems of the relation between employer and employee. The article was an address delivered before the National Civic Federation at New York, September 11th, 1919.

dends we get from them are minds that think better, more clearly, more independently.

Right now, this country is getting such dividends from its vast investments in educational plants. In the industrial world, in the relations between capital and labor, between employer and employe, we are getting these very dividends, and getting them direct and in cumulative fashion on the wage question.

In the past, the man who was not educated or trained to think independently struck because he wanted \$2 a day if he was only getting \$1.75; and for quite a period labor differences were settled on this basis. I believe that we are rapidly passing out of that period, for our laboring people are so well educated and so able to think independently that, in many cases, they are no longer striking for a definite increase in wages, but for what they regard as a fairer proportion of the profits of the business in which they are engaged.

### Outline of a Plan

A good many years of actual experience have made me very optimistic regarding profit-sharing plans worked out along the following lines:

*First:* Every business has, first of all, to earn operating expenses, depreciation, and fair returns on honest capitalization.

*Second:* I believe that every business should consider that the compensation paid employes is for the purpose of earning a sum of money sufficient to pay the above-mentioned items.

*Third:* I believe that any profits over and above such sum should, on some percentage basis, be divided between the capital used in the business and the employe engaged in the business.

*Fourth:* I believe that in neither case should these profits be immediately withdrawn from the business; that they should be left in the business for a reasonable length of time, to protect and increase its financial strength and safety; that, in the case of capital, its share of these profits should be carried to surplus; that, in the case of employes, their share of these profits should be distributed to them in some form of security representing an interest in the business, and that each employe should be required to hold such security for a reasonable length of time, say three to five years.

*Fifth:* I believe that the employes' share of these profits should be allotted to them as nearly as possible on the basis of the compensation they receive. Up to date, this has proved to be the best method.

### Why Some Plans Fail

Now, let us see what such a plan means: In the first place, it means that under such an arrangement each employe becomes a working partner in the business. He is on the same footing as the financial partners, for if the concern is a partnership with, say, four or five members, the partners themselves are drawing out each year what, in a way, might be called salaries, viz., approximately the amount of money necessary to meet their general living expenses, leaving their surplus profits in the business. Any partnership or any profit-sharing plan that divided up the profits and withdrew them in cash at the end of every year could not last very long.

Many profit-sharing plans have divided profits with employes on a cash basis and turned the

money over to the employes every so often, usually once a year.

The result has been that if a man earning \$1,000 a year received \$200 at the end of the year from a profit-sharing plan, he promptly lifted his living expenses from a \$1,000 basis to a \$1,200 basis, and began to look upon his income as \$1,200 rather than \$1,000, and the extra \$200 did little to increase his activity and efficiency, or to promote his intellectual efforts in the business concerned.

Then, if a period came when business was dull or poor and he did not get the extra \$200, he found fault with the owners of the business and became grouchy and inclined to lose interest in his work.

If he did not use the \$200 for his living expenses, he probably invested it in a suburban lot or in some stock that was recommended to him, or in something that he knew little or nothing about.

Then, if his investment began to go wrong, he worried about it, and part of the time which

An industrial democracy of the most ideal sort is found in true profit sharing; an industrial democracy that makes real partners of capital and labor, and yet preserves the right of private property; that preserves and promotes the great business asset that comes from individual initiative; that retains the capitalist's incentive to enterprise, while giving the worker a new inspiration for effort that humanizes large organizations of men; that promotes good will and industrial peace. All these things the United States needs now as never before. The shelves of the world are bare. The entire world needs supplies—supplies of food, clothing, building material, everything. As long as the supply of these things is so low and the demand for them all over the world is so great, the cost to the consumer will remain high. Therefore, one of the surest paths leading to a reduction in cost to the consumer is to raise and manufacture a large supply of these necessities as quickly as possible.—George W. Perkins.

he was being paid to devote to the business in which he was engaged would be expended in worrying about his investment in the business in which he was not engaged; whereas, if his money were invested in the business in which he was engaged, his desire to see his investment succeed and bring him further profits would be converted into efforts that would be of some practical benefit, not only to himself, but to the stockholders and his co-workers.

In short, little real substantial benefit comes from a profit-sharing plan where the profits are paid out in cash, except perhaps where a man uses his money toward buying a home.

There is, therefore, a serious weakness somewhere in such a plan, and the weakness lies in the fact that profit sharing cannot be really beneficial, either for employer or employe, unless conducted on a partnership basis and coupled with profit saving.

Looking at it from the viewpoint of capital, the object to be accomplished thru the adop-

tion of profit sharing is added interest in the business on the part of employes, which in turn brings higher efficiency. Looking at it from the standpoint of the employe, the object to be accomplished is a fairer remuneration for services rendered. Therefore, any profit-sharing plan that fails to accomplish both of these results breaks down sooner or later.

### Publicity About the Business

In establishing profit sharing it is of the utmost importance that the entire organization, the wage and salary earners, know in advance exactly what they are expected to accomplish.

The annual statement of the concern should be full and explicit, so that every man engaged in the enterprise will know what business was done in the preceding year and on what basis profits were and are to be distributed.

Under such an arrangement as this, each man, in place of working solely for himself in his own department, will pass on to other departments any ideas that occur to him that might help that other department, and in that way benefit the organization as a whole.

In my judgment, some profit-sharing plans are radically wrong in this respect. They distribute profits by departments or in some way other than on the basis of the company's success, as a whole. This narrows the vision of the individual, and he lacks the proper incentive to help wherever he can, whether in his own or another department.

The right kind of profit sharing offers definite goals that an organization, individually and as a whole, can buckle down to and work for, and it is astonishing how such a plan of profit sharing will heighten the *esprit de corps*. It removes petty jealousies; it makes a man eager to pass his ideas on to the man in the next department, and causes them to vie with one another to reach and exceed the figures reached in the preceding year.

A detailed annual report by the company is not only necessary to show the organization in prosperous years how the profits were arrived at and what they amounted to, but equally necessary in lean years to show how the losses were arrived at, what they amounted to and why there are no profits to distribute.

### Some Objections Answered

Gradually, as the employes in the organization become part owners in the business, you broaden and deepen their interest in their work. They begin to think and speak of the business as their business; they work for it as their business, not your business or somebody's else's, and in place of "knocking" it they praise it and "boost" it in every way they can, for they have become part owners thru being security holders and are receiving their interest or dividends at the same time and in the same manner as other security holders receive theirs. In other words, once the employes become security holders, they share in interest or dividend distributions and other profits, not only as security holders, but as employes.

Many people have said to me: "Oh, but it takes a long while for a man who is only saving a small sum each year to acquire much of a financial interest in the concern by which he is employed." I have always found that such criticism comes from someone who has not given sufficient thought to the subject, for a small interest means as much to the man having a



I do not look upon profit sharing as philanthropy or a form of benevolence. I do not put it in the same class with gifts at Christmas-time or bonuses at the end of the year. I do not approve or believe in any plan that even savors of giving a man something for nothing. I do not believe that any self-respecting man wants any such arrangement, and I do not believe that any broad-minded, self-respecting employer can, in the long run, afford to have any such arrangement. The profit sharing I believe in is the kind that is real; the kind that promotes thorough and efficient cooperation between employer and employee; the kind that makes partners of employees; the sort of profit sharing that is practiced between partners in a business. Anything short of this is bound to result in failure and will widen rather than narrow the breach between employer and employee.—George W. Perkins.

comparatively small salary as a large interest does to the man of large affairs.

Let us summarize some of the advantages of this method of profit sharing:

*First:* It is real, it is genuine. The organization as a whole, and each individual in it, has a definite goal for the year's work. They know at the beginning of a year how much money must be earned to cover what we will call fixed charges; they know that they are being paid salaries to earn those fixed charges; they know that they share in all profits over and above those fixed charges, and they know the basis on which they share, and that the amount of such profits largely depends on the individual and collective effort of each individual in the organization.

This in itself is of great practical value to the business from a dollar-and-cent standpoint. There is no philanthropy about it. The employees have a certain definite goal to reach. If they reach it they are paid a definite percentage for doing so. It is a definite business proposition, based on the principle of profit sharing as practiced in partnerships.

*Second:* Having reached the goal set, the money over and above the salaries they are paid—in other words, their profits—is invested in the business in which they are engaged and on which their whole time and thought and energy should be centered.

What a great advantage this is to the employer, and what a spur and incentive to the employee! What more valuable insurance policy could an employer have against a year of poor earnings? What a real, genuine interest it arouses in the worker for the business in which he is engaged! The whole atmosphere, the whole relationship is changed. The employer need give little thought to whether or not his men are "soldiering" on him, whether or not they are really giving to their work the best that is in them; and the employee need spend little time wondering whether or not he is being properly compensated. The whole relationship is placed on a new basis, not antagonistic, as heretofore, but cooperative.

This plan is vastly different from the one now practiced by which one set of men working in a business, viz., the capitalists and partners, leave

most of their profits in the business, while another set of men, working shoulder to shoulder with them, viz., the employees, each year take their profits out of the business and put them somewhere else.

### Profit Sharing That Does Harm

It is also vastly different from the many bonus schemes in vogue. It differs greatly from the plan of arbitrarily setting aside, in a prosperous year, a certain lump sum of money and dividing it on a percentage basis among the employees. Under such an arrangement no man who gets any of the money has any very definite idea of what he did to earn it, what it represents, or what he individually can do to ensure the receipt of some such sum during the following year.

In fact, I am convinced that such bonus giving, erroneously called profit sharing, has done more harm than good, for in many instances it has caused employees to feel that said bonuses were given them because the business was earning fabulous sums of money, a tiny little bit of which was thrown to them as a sop to make them feel kindly disposed towards the owners, or in order to ward off a demand for a general increase in wages. In short, such bonus simply stirs up trouble rather than alleviates it.

Profit sharing on the basis I favor is sometimes objected to by men or concerns who do not wish to let even their own employees know

As for the man who is making so much money that he is afraid to let even his own employees know how much he is making, to that man I say that he is the man who, more than any other, is responsible for the serious differences today existing between capital and labor, for with the growing intelligence of the masses, how can he expect such a situation to continue? Every year, yes, every day, it becomes clearer and clearer that such a condition will no longer be tolerated and must speedily pass away. Would it not be better for him to use some intelligent foresight and meet what clearly are to be the immediate future demands of public opinion?—George W. Perkins.

how little or how much money they are making each year.

To such men I always say (and each year I am more and more certain that I am right in saying it) that they are very short-sighted if they do not hasten to change their policy.

If they are not making enough money and the business is running on a close margin each year, then by all means they should set their situation before their men, adopt such a profit-sharing plan as I have outlined, and get the genuine cooperation of every man towards increasing the profits and putting the business in a prosperous condition. They are now paying wages and salaries, and many a night go home wondering whether the employees are really earning their salaries.

Under such a profit-sharing plan as I have outlined they have a substantial guarantee that the salaries will be earned, because in aiming to share in profits over and above fixed charges the men are all the more certain to earn at least the fixed charges. And would any proprietor

or manager hesitate to pay a handsome premium each year for an insurance policy guaranteeing that every employee in the business would have the business on his mind and work as hard for its success as the proprietor or manager does?

One more thought in this connection. The man who is running on a small margin and making little profit may object to making his business affairs public property, on the ground that he would be putting a weapon into the hands of his competitors. Such a man's best protection against his competitors is a loyal, closely knit organization of the highest efficiency, and this important advantage he can only secure thru a bona fide profit-sharing plan.

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### A Way Can Be Found

As for the man who is making large profits but who objects to profit sharing on the ground that he wants to put those profits away against the day when business may be poor. To such a man, I say that he had better use some of those profits to more deeply interest his men in his business, and do this to such an extent that if the dark days come he can be pretty certain that his men will stand by the business in a way that capital alone never can.

Profit sharing on the basis I favor is also sometimes objected to by concerns whose securities are closely held. There are many ways to obviate this difficulty. Some concerns can increase their capital. Others that cannot, or that cannot do so for a time, can obviate the difficulty by issuing certificates of participation that will draw the same percentage of profit as the regular securities of the business. In other words, where there is a genuine desire to share profits a way can always be found.

The day of secretive methods is passing rapidly. The day of publicity is at hand. The change is a perfectly natural evolution due to broader education and improved intercommunication and has also come about because it is second nature to be less suspicious and afraid of that which is known than of that which is unknown.

I am convinced that labor is entirely willing

The day of secretive methods is passing rapidly. The day of publicity is at hand. The change is a perfectly natural evolution due to a broader education and improved intercommunication and has also come about because it is second nature to be less suspicious and afraid of that which is known than of that which is unknown. Any profit-sharing plan without an open, honest balance sheet and detailed annual report will never succeed.—George W. Perkins.

that capital should have its fair reward and proper protection, but in this country we have had too many instances where capital has demanded improper protection and taken exorbitant reward; and one of the main reasons why the serious problems confronting us today are so difficult of solution lies in the fact that too many men of capital are still arrogant and unreasonable, and absolutely unwilling to look with sufficient care and fairness into the causes that are producing the views and opinions so largely held by our people at this time. On the other hand, one of the most serious drawbacks to increase output and economical production is the listless, indifferent service rendered by a large percentage of employees. Making partners of employees, thru profit sharing, would correct this as nothing else could.

Some companies with which I am connected have realized the trend of the times and have for some time been practicing profit sharing along the lines I have indicated. They believed that profit-sharing plans based on such principles would so knit their vast organizations together, and would so strengthen and develop the *esprit de corps*, as to make it possible for the companies to increase their business and their earnings; and they were willing to share this increase success with their employees.

So far they have every reason to congratulate themselves on the results. In all parts of their business, at home and abroad, in the office force, in the factories, in the sales department, everywhere, the individual employee's interest in the business is much greater than formerly.

The saving of waste everywhere is noticeable. The employees are vying with one another more and more to improve their respective and other branches of the business.

All this means success for the company, profits for the stockholders, extra compensation for the employees. It means getting men on salaries and wages to have a live, keen interest in the management of the business. It means getting an organization of men to work as real partners. It means recognizing the rights of the employee to a fairer share of the earnings of the business in which he is engaged. In short, it means cooperation that is complete, in that it benefits stockholder, employer and employee.

While all this can more readily be accomplished in a large business, it can also be successfully accomplished in a small business if approached in the proper spirit.

An industrial democracy of the most ideal sort is found in true profit sharing; an industrial democracy that makes real partners of capital and labor, and yet preserves the right of private property; that preserves and promotes the great business asset that comes from individual initiative; that retains the capitalist's incentive to enterprise, while giving the worker a new inspiration for effort; that humanizes large organizations of men; that promotes good will and industrial peace.

All these things this country of ours needs now as never before. The shelves of the world are bare. The entire world needs supplies—

supplies of food, clothing, building material, everything. As long as the supply of these things is so low and the demand for them all over the world is so great, the cost to the consumer will remain high. Therefore, one of the surest paths leading to a reduction in cost to the consumer is to raise and manufacture a large supply of these necessities as quickly as possible.

Linkt with the desire to supply ourselves with food, clothing and other necessities at low cost is our desire to furnish the world with these and other articles, in order to extend our trade and foster the prosperity of our people as a whole.

But as practically every other nation hopes to secure a large part of this trade for herself, is it not a certainty that competition among the nations will be keener and sharper in the immediate future than it has ever been in the history of the world? How can we possibly meet this increase competition if we are divided among ourselves?

Could there be two more potential reasons why we should have the closest possible cooperation between capital and labor? Could anything bring higher efficiency, greater production? The only way to secure this cooperation in the highest degree is by eliminating the distrust that has existed between capital and labor for so many years, and establishing confidence in its place. Nothing will do this except frank, open dealing, publicity as to earnings and a fair division of earnings.

## Red Cross Home Service on the Job

FOR every ex-doughboy convalescing in the United States army hospitals today there is a Red Cross home service worker back in his little old home town, or in a near-by city keeping in daily touch with his family.

"Gee, but it's a grand and gloryus feelin' to know that you are lookin' after them," said a veteran of the St. Mihiel drive, with a satisfied sigh, to a Red Cross home service worker at the big convalescent hospital at Colonia, N. J.

"Doc. says this old stump of mine won't be healed for about two months yet and Mamie's such a plucky little girl she wouldn't write anything but cheer letters if she was starvin' and how in the thunder am I to know how she and that youngster are makin' out?"

The Home Service of the American Red Cross, war born, and bred as an emergency measure, has extended as has no other social movement into the small towns and the open country. It has served a constituency larger, more democratic than was ever served before by a voluntary agency. The Home Service has extended to 3,700 places in the United States, that is 3,700 chapter headquarters communities have home service sections. Taking into account the branches, it extends to 15,000 communities, only 300 of which, prior to the coming of home service, had any general family social work agency.

Since the entry of the United States into the war, 700,000 soldiers' and sailors' families have been under the care of home service sections—3,000 families now being cared for. The working force consists of 38,000 home service workers, 28,000 of whom are volunteers.

Out of this home service has grown the realization of its necessity as a peace time work.

*Member of the American Red Cross Home Communication Service writing a letter for a wounded soldier in the American Military Hospital at Neuilly, France, which is supported by the Red Cross. Members of this service visit the hospitals constantly and do all sorts of things for the wounded, taking messages, writing letters and doing errands.*





# The Making of a Rotarian

By George Dugan

NOT long ago I read of a father who visited a university where his son was an undergraduate. Among those with whom he had the privilege of speaking was the professor of mathematics. The anxious father saw an opportunity to enquire with regard to his son's standing in the professor's classes.

"Did my son take your algebra?" asked the father.

"No," replied the professor, "he was sufficiently exposed but didn't take it."

It is my earnest hope that as I speak about "The Making of a Rotarian" I shall so sufficiently expose you all to the Rotary infection that those of you who have heretofore developed some temperature may have your condition magnified, and those of you who, up to the present, are strangers to the passions which Rotary arouses may undergo a change of heart and willingly subject yourselves to the experiences and processes to which I shall make reference.

## The Beginning of Rotary

Perhaps the best place to begin what I have to say is at the beginning. The beginning of Rotary is both interesting and illuminating. Briefly the story is this:

Two or three men living in the crowded life of our great middle Western metropolis were impressed with the fact, which has often impressed you and me, that a man never feels so lonesome as when he is in a crowd.

The old Irish woman who stole her way back from the beautiful country estate into the crowded streets of the big city said that she did so because, "Peoples are more company than trees."

And so without casting any disparagement upon the companionship of the woods, it still remains true that human hearts crave the comradeship of other human hearts.

It was to make companionship and comradeship possible in the business world that Rotary came into existence. The tendency of cutthroat competition has always been toward the avoidance of intimate business friendships. Rotary set out to take away this curse and show to men the more excellent way of comradeship and cooperation.

To give visibility to its moral and spiritual purposes it adopted the cog-wheel as its emblem. Now the significance of the cogwheel is that by its very construction it is useless if alone. It is built to run in gear with other cogs of other wheels.

## Revelations of Rotary Emblem

Any man with imagination can see what are the implications of such an emblem. It means that the unity of the world and the oneness of mankind are just as real and just as potent facts in the understanding and solving of the problems of this progressive age as is the system of gears which distributes power from the source down to the lowest unit in the vast manufacturing plant.

The Rotary emblem visualizes for you and me the greatest moral and intellectual revelation of the last century, to wit: that humanity is one

and not many, and cannot be cut up into detached units each complete in himself and each sufficient unto himself; that you cannot live by yourself alone and be a man.

*Say not, "it matters not to me,  
My brother's weal is his behoof,"  
For in this wondrous human web,  
If your life's warp, his life is woof.*

*Woven together are the threads,  
And you and he are in one loom  
For good or ill, for glad or sad,  
Your lives must share one common doom.*

"Am I my brother's keeper?" You may answer that age-long question with a formal affirmation or with a cynical sneer, and yet not attain unto the heart of Rotary. For Rotary affirms that a man might just as well try to evade



"They make men out of stuff like me." (See page 225.)

the law of gravitation as to evade the law of the unity of community life and its resultant responsibilities.

But Rotary not only devised an emblem—it perfected a motto: "HE PROFITS MOST WHO SERVES BEST." Now this motto is significant. To many men who had lived in the atmosphere of a virtuous materialism this motto was hailed as a sort of enlightened selfishness that served to take the condemnation out of the "dog eat dog" way of making a living, but left a man free to "work for his own pocket all the time."

## Rotary Motto in Practice

Now that we have grown in mind and spirit, we have come to think of our motto not as an infallible rule for increasing the profits of one's particular business, but as a call to the modern merchant, and manufacturer, and professional man, to save himself and his business by making of both, not ends to be selfishly pursued, but

means to be employed for the furtherance of interests and institutions, without hope of gain.

Then if your business grows, as it surely will, you will have the joy of knowing that while your trade was expanding your heart was being enlarged; that while you were making customers, you were also making friends; that while your income was growing, your influence was becoming more and more helpful; that, whereas you were accustomed to say that the day's work was "just one damned thing after another," now you bear testimony to the fact that every day, lived in the growing mind and spirit of Rotary, is its own reward.

This is the profit which Rotary proclaims, and without which the mere making of money is a rather mean and unsatisfying thing.

## How Rotary Works Changes

Now the processes by which all this is worked into the intellectual and moral life of the Rotarian are very simple and withal very practical.

The first stage in the process is the cultivation of an intimate personal acquaintance with your fellow Rotarians. Two simple facts are stressed in connection with this promotion of acquaintance. One is that you must attend regularly the weekly meetings of the club, and the other is the calling of each by our first names.

Of course, it goes without saying that nothing of any serious consequence can be accomplished in the way of becoming intimately acquainted with our fellow Rotarians unless we meet often. No occasional meeting, no indifferent attendance, no slackness in the matter of regularity and standing can by any possibility accomplish the thing that we mean when we speak of acquaintance.

Then, in order to give intimacy to acquaintance and to save it from the icy stiffness of conventional forms and give it spontaneity and warmth, we have hit upon the simple expedient of dropping the mister and calling the man by his familiar Bill, or John, or Tom.

Some have looked upon this as an intrusion of an overworked democratic zeal, and have objected to its informality and lack of dignity. With all due respect to the sensibilities of such persons, I am not impressed with the grounds of their objection.

## Use of First Names

If I am going to meet a man every week with the understanding that one of the things to be accomplished by such meeting is the promotion of intimate personal acquaintance, then I see no reason why the calling of each other by our first names is not a perfectly appropriate thing to do.

Of course, I can see how inappropriate such a proceeding might be if we met only once a month or once in six weeks or once in two months. But on the basis of regular attendance at weekly meetings, where we meet informally and often and where "everybody's doing it," I can easily justify to my own mind this familiar form of address.

And then when all has been said and done, the beauty about this Bill and Tom and John stuff is that it works. It does the thing it was designed to do, and does it so beautifully that

none of us who are regular attendants at Rotary gatherings would like to see it omitted.

And then besides all this, any man who knows the serious loss to the community and to the best interests of business thru widespread lack of acquaintance, will agree with me that anything that can be done to spread thruout the community the cement of acquaintance and mutual understanding and friendly interest among the business and professional men of the city is worthy of our best effort.

### Cultivation of Friendship

The second step in the process of which I am now speaking is that of the finding of friendship.

"Friendship," says a well known author, "is to be valued for what there is in it, not for what can be gotten out of it. When two people appreciate each other because each has found the other convenient to have around, they are not friends; they are simply acquaintances with a business understanding. To seek friendship for its utility is as futile as to seek the end of a rainbow for its bag of gold. Let us beware of thinking of our friends as brother members of a mutual benefit association. A true friend is always useful in the highest sense."

Listen to these lines by Walt Whitman:

*O tan-faced prairie-boy,  
Before you came to camp came many a  
welcome gift,  
Praises and presents came and nourishing  
food, till at last among the recruits  
You came, taciturn, with nothing to give—  
we but lookt on each other,  
When lo! more than all the gifts of the  
world you gave me.*

Perhaps this homely little story is also to the point:

One night a man stopt at the door of a farmhouse to enquire the direction and distance to a certain town. The kind-hearted farmer accompanied the enquirer to the gate and after giving the directions, dismissed him with the remark, "It's quite a ways to travel in the dark," to which he received the cheery reply from the wayfarer, "Oh, I don't mind it; there are two of us."

Some day a man will set down to the credit of Rotary this wonderful accomplishment, that it helped men to be and do their best by finding friendship for them.

### Investments in Rotary

Still another step in the process is known as investments. Now if by investments were meant the placing of your money in good securities where it would bring you the largest possible returns, I should hesitate to speak to you men. You have forgotten more about the matter of investing funds than I have ever known or ever will know.

But this spoke in the wheel of Rotary does not make it necessary for me to speak about financial investments. Every man has a considerable capital other than that known as money or collateral.

Besides the means which we possess, we have powers, and talents, and influences, and energies, and abilities, and affections which, if wisely invested, will yield the largest returns. And it is of such investments that Rotary takes account.

It gives a man a chance to put his heart to school. We have schooled the brain and developed it to the very utmost, but the poor affections we allow to grow wild or to wither. There are hearts in the world that have never been visited by a generous impulse. Men enter into relationships in life and assume obligations and go thru

### Character Pots

I had sometimes caught a glimpse of the small scullery maid at my boarding house; but one day, slipping to the kitchen for a cup of hot water, I had a queer bit of chat with her. She was scouring granite pots with a vim and vigor that were bound to bring results, and all the while her face was as shining as her finish work.

"Do you like them, Alice?" I asked.

"No, I hate them," she replied.

"What makes you smile so over them then?" I asked curiously.

"Because they're 'character pots,'" the child replied at once.

"What?" I inquired, thinking I had misunderstood.

"'Character pots,' Miss. You see I used to only half clean them. I often cried over them, but Miss Mary told me as how, if I made them really shiny they'd help to build my character. And ever since then I've tried hard, Miss; and it's been so much easier since I've knowed they was 'character pots.'"

I said a word or two of encouragement, and went on my way, knowing that I had been rubbing up against a real heroine. Everyday life is brimful of disagreeable duties. Why not turn them every one into "character pots?"—*East and West.*

the workaday performance without a spark of the divine fire of a deep or tender emotion.

One of the great literary men of the last century describes one of his characters after this fashion:

"Meadows never spoke of his mother, but paid her a small allowance with the regularity and grace of clockwork."

Rotary comes to men and attempts to save them from that sort of thing by saying to them, "Have a heart, old man; stop listening to the sound of your own wheels of commerce for a moment and listen to the cry of need from whatever quarter it comes, and if you have anything of love, or labor, or hope, or faith, or influence, withhold it not and help yourself by helping others."

Let it never be said of any one of us, "He was born a man and died a manufacturer." The practice of Rotary's investments saves you from this disgrace.

### Dividends in Rotary

Still another spoke in the Rotary wheel or stage in the process of making a Rotarian is known as dividends. Naturally, after what has been said with regard to the other spokes of the Rotary wheel, you will not be likely to think of dividends in the sense of clipping coupons from bonds or receiving cash dividends from stock investments.

It is my firm conviction that Rotary is profitable if considered from the point of view of returns upon invested capital, by reason of the fact that it enlarges the business man's capacity for making good.

But we have in mind a particular kind of capital to be invested, and the appropriate returns that such investment yields.

Probably some of you have heard Ed. Kelsey's moving story of Alvah Bunker, the armless and legless boy, who was redeemed from a life of hopeless dependency to a life of independence and self-support because the Toledo Rotarians invested certain values for the purpose of reclaiming this helpless boy.

I wish you could have heard Jim Hobbins, of Montana, tell of the Rotary "flu" squad that operated in the city of Great Falls and fought the ravages of the epidemic, not by hiring the people to do the work for them, but by actually doing with their own hands whatever work needed to be done.

Think of the marvelous work that Rotary is performing in the interests of national health, in the promoting of the nationalization program and in getting behind the welfare work for boys. Think of these things, and tell me whether or not there aren't other dividends coming to a man above and beyond those of a money value.

### Happiness the Last Step

This leads me to the last step in the processes which I am now describing, known among Rotarians as happiness. I hope it has become plain by this time that happiness never has consisted and never can consist of the things that a man possesses.

This is the philosophy of experience so beautifully set forth by Bobby Burns, the Scottish bard. He was a man who sought happiness, just as many of us do, in places where it never has been found. After he had grown weary in the pursuit of a selfish happiness, if there can be such a thing, he wrote these words:

*It's no in titles, nor in rank,  
It's no in wealth like London bank,  
To purchase peace and rest.*

*It's no in makin', muckle mair  
It's no in books, it's no in lair  
To make us truly blest.*

*I' happiness hae not its sate  
And center 's the breast,  
We may be wise or rich or great,  
But never can be blest.*

*Nae treasures nor pleasures  
Could mak' us happy lang,  
The heart's aye, the part aye,  
That mak's us richt or wrang.*

In the familiar phrase of Harry Lauder, "You canna beat it." And you can't beat it, for the very simple reason that it is eternally true. And Rotary challenges you to accept the truth and make appropriate response to it in your daily life and practice.

These, then, are the processes by which a man "takes" Rotary. However, it is worth while considering not only the way in which Rotary is worked into our thinking and doing, but the ways thru which it expresses itself.

### Rotary Expressing Itself

And the first of these ways is in the individual himself. No man can go thru the processes which we have been describing without experiencing a positive lift to a higher intellectual and moral level. You might just as well hope to plunge your hand in a dye vat and bring it out untouched by the coloring as to hope to pass thru these Rotary stages without receiving some positive improvement of mind and heart.

Some years ago I heard the late Lindsay T. Woodcock, of the great Marshall Field house, speak on the subject of "getting and keeping employees." At the close of his address a man asked this question:

"Mr. Woodcock, what are the requirements in point of character necessary to secure employment in the Marshall Field store?"

To which Mr. Woodcock replied:

"The Marshall Field house is not in the business of making character. It expects all employees when they come to work to bring character with



them. But the Marshall Field house does give opportunity and encouragement to all its employees to develop and express the character which they have."

By the same token Rotary is not an evangelical association seeking for business and professional sinners whom it may convert from the errors of their ways; it is just an organization with certain ethical ideals seeking men who have moral and spiritual affinity with these ideals and offering them the opportunity and encouragement of developing and expressing the characters which they have.

And here, again, the method is justified by the obvious results secured.

### Impress on Man's Business

Moreover, Rotary, once it is worked into a man's intellectual and moral life, expresses itself in his business. Rotary is a friend of business. It hopes that the day may never come when business will be deprived of its enterprise and initiative and ingenuity. But it believes further that a man's business is never lessened, but greatly increased, by giving heed not so much to bigness, as to betterness.

To argue that the enthronement of the Golden Rule in business hurts business, even in the sense of money profits, is to argue against the moral order of the world.

Just so soon as your business and mine begins to reflect the principles of Rotary, which we have worked into our intellectual and moral selves, the public will make a beaten path to our doors.

The man most sought and the man the people eventually find is the man who justifies his business to himself and to the public, not on the grounds of profit, but on the grounds of service.

Rotary, therefore, offers to every man the high and happy privilege of putting his personal imprint upon the business in which he is engaged, and staking the success of his business on the character which he imparts to it.

Finally, the Rotarian expresses himself in the free and frank recognition of his responsibilities as a member of the community. In saying this, Rotary recognizes the fundamental truth that all real character is produced by the sense of responsibility. Responsibility makes men. Without responsibility we never become more than mere butchers, or bakers, or candlestick makers.

Perhaps I can illustrate for you what I mean.

One Sunday evening not long ago I thought I would step to the door of my church, just to take a deep breath of fresh air.

As I looked toward the street a delivery wagon of an ice cream company, which had been going around collecting the empties, pulled to the curbstone almost opposite where I stood.

### Recognize Responsibilities

The driver went across the street to a delicatessen store to get his empty. No sooner had he left the wagon than the horses walked forward toward a little sapling maple which the city had planted there to beautify the street. Indeed, I think this particular tree represented the third attempt of the city to make a tree grow in that spot. When within striking distance of this toothsome morsel the horses began chewing off the bark.

This munching and ruining of the tree went on in the presence of a man who, by simply reaching out his hand, could have saved this piece of city property. Instead, however, of recognizing his

responsibility, he called across the street to the driver:

"Hey, there, your horses are eating up this tree."

And the driver called back, "Why the hell don't you push their heads away?"

Now, Rotary comes to a man and says to him in the spirit, if not in the language of this driver, recognize your responsibilities to the community.

There are values in every community which need saving, but which never can be saved so long as men care for nothing but their selfish interests and go about in utter disregard of their social obligations.

One of these community values to which Rotary has called particular attention is the boy.

One day a New York business man was rushing down Broadway, threading his way in and out among the pedestrians, when suddenly he collided with a little newsboy. The impact was so great that the man actually lifted the boy clear off his feet and carried him for several paces. Then he set him down upon the pavement and gave vent to his anger in this fashion:

"Get out of the way, you little urchin. What are you good for, anyway?"

To which the little boy quickly and cleverly replied:

"They make men of stuff like me, mister."

Now here is a profound fact: we never have had and never will have any other kind of stuff out of which to make a man than that which is in a boy.

I have heard of a preacher who was passing by some of the little people of his congregation who were busily engaged in working in clay. The preacher stopped to enquire what they were making. One little fellow said:

"We are building a church, and here are the steps, and here is the front door, and here are the windows and there are the pews, and those little things you see there are the people in the pews, and away back yonder is the pulpit."

"Well," said the minister, "that's fine. Are you going to put a preacher in the pulpit?"

"We will," said the little boy, "if we have enough mud left."

Some of you may think that you can make a preacher out of mud, but in the economy of God you can't make a man out of anything but a boy. And Rotary affords a man a chance to discharge

his obligations to the community by helping save the boys who are the coming men.

### The Call of Rotary

Now the mention of these two or three community matters will suffice to open the way for your consideration of a long list of community facts that demand from you your full share of responsibility. There are clean streets, and pure water, and better housing, and safe factories, and model schools, and adequate playgrounds, and necessary charities and philanthropies, thrift, and nationalization, every one of which will never be what they ought to be until men like you and me justly measure our obligations and heartily perform our whole duty.

So, then, it all comes to this, that Rotary comes to men and says:

"There's a better way; there's a finer spirit; there's a wider vision; there's a nobler work to do."

It says to you and me that the day has forever past when a man can discharge his obligations by voting in favor of a resolution.

Rotary shows its faith by its works. It asks men to identify themselves with the big things of life that we all believe and love in common.

It holds out the reasonable hope that men are not to be welded into a common life by argument, but by being made sharers in a common task.

Members of Rotary, to you has been given the signal honor of promoting this practical ideal. May I

exhort you to rise to the glory of your calling? The work is going on.

One day a man stood before a great European cathedral. He turned and asked of a workingman who stood near by:

"How long were they building this cathedral?"

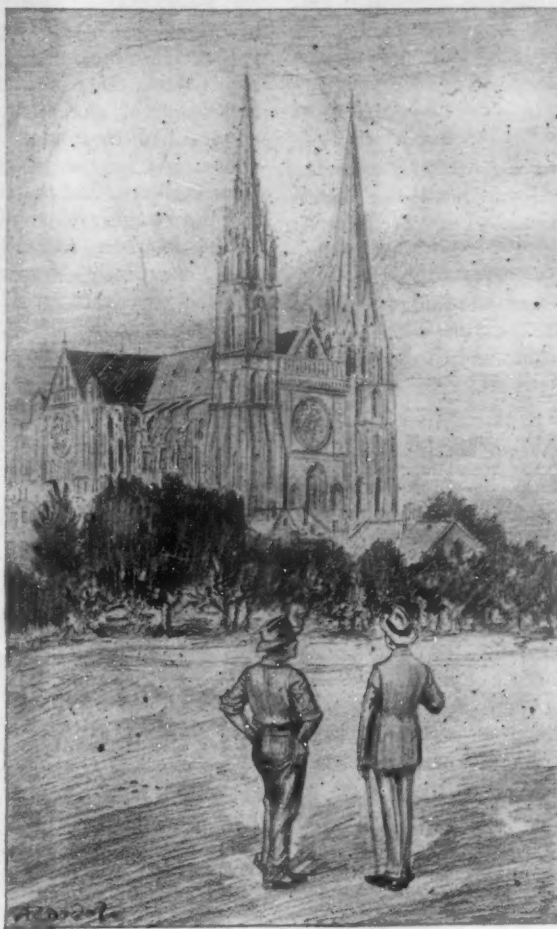
"Oh," said the man with obvious pride, "we were a good many years building it."

"We? Why do you say 'we'?" asked the traveler.

"Because," said the man with increasing delight, "I helped to mix the mortar."

So may it be with you and me. As more and more men come to see the growing beauty of the noble works of noble men, may each of us have the unalloyed joy of knowing that we had some part in it all, even to the humble extent of helping spread the mortar of the Rotary mind and spirit.

*Note: The Reverend George Dugan, D.D., is a member of the Rotary Club of Albany, N. Y., and former district governor of District No. 3.*



"I helped to mix the mortar."

# Anglo American Friendship

By Peter Thomason

**A**LMOST unconsciously we Rotarians have become workers for a still better understanding between the peoples of America and Great and Greater Britain—an understanding upon which there hangs the peace of this poor fretted world.

Prior to the war, there had been some little exchange of visits between America and Great Britain. With the outbreak of hostilities, Rotary was able to work upon lines of War Service. So well did Rotarians respond to the call that we can greatly regret that August, 1914, did not find the British Isles then with its present number of 29 clubs instead of only 8. American and Canadian Rotary in due time attempted larger tasks in the direction of war effort.

Two delegates crossed the Atlantic under the auspices of the British Government—our friends Andrew Home-Morton and Tom Stephenson; but the near future will see visits exchanged in no spasmodic fashion. Even at this date, the good accomplished by such old-time visitors as Frank Mulholland and Tom de Vilbiss is not forgotten nor without fruit; and the warm hand-clasps brought us by Arch and Pete seem things of the present moment.

## Rotary Between Nations

The rich jewel of Rotary is not something to be kept in a casket for just two great nations. Rotary's brilliance must yet light up all corners. But, just as Rotary brings about intense comradeship between individuals, so can it work between nations.

There was established in 1911 a British-American Peace Centenary Committee, the work of which was almost but not quite spoilt by the war. For the resumption of such work there has been formed the Anglo-American Society, which will also form, at the request of the Massachusetts State Commission, a committee for conducting the celebration of the Tercentenary of the Pilgrim Fathers (1920); and will furthermore work in close cooperation with the Sulgrave Institution in the United States and Great Britain.

Readers of THE ROTARIAN will no doubt be pleased to learn that when a branch of this Anglo-American Society was formed recently in Bristol, many of the men then to the fore were members of the Bristol Rotary Club; and Manchester Rotarians have been very active in the same way and in several other ways affecting matters American.

Today, September 15, Manchester has honoured a large party of distinguished Americans who came to our city specially to take part in the ceremony of unveiling a statue of Abraham Lincoln in one of our larger parks, Platt Fields. Included in the party were the American Ambassador, John W. Davis, and Judge Parker, Chancellor of the Sulgrave Institution and representative of the kindly donors of the statue, Mr. and Mrs. Charles Phelps Taft, of Cincinnati.

## Foundation of Peace

The day's programme began with visits to places of interest in the city, including the John Rylands Library and Chetham's Hospital.

At the civic luncheon, speaking to the toast of Anglo-American Friendship, Foundation of the World's Peace, the Lord Mayor of Manchester (Alderman William Kay) said that in Lancashire the friendship of America was absolutely essential; that it had existed unbroken for so many years was a matter of which they were duly proud.

The American Ambassador in reply dealt eloquently with the sentiment of this friendship, but asked that we should remember it was no new thing—not born of yesterday, to perish when the circumstances that gave it birth had gone by; it was a thing tried and tested by the strain and storm of more than a century. The two nations had confronted differences of opinion, policy, and interest which might have snapped a weaker cord; and that it had not snapped was due not to the wisdom of their statesmen, great as that had been, not to the purity of their purpose, unimpeachable as that had been, but to the fact that through all the years, no matter what might be the surface disturbance, no matter what might be the instant's criticism and the careless ways of man to man, the great body of the American and British people had been united in sentiment.

Judge Parker, at the unveiling ceremony, said in part:

"This monument which we leave with you as an earnest expression of our good will, and of our desire for agreeable and mutually helpful relations during all the future, is of one who

was a President of the United States during the time when the question was settled forever that this was a union of States, one and inseparable. As an incident in that controversy, four million of slaves were made free. With the exception of George Washington, no President is today treasured with such affectionate regard as Lincoln. And through the generosity of some English people, Washington, together with the English home of his ancestors, will furnish the inspiration by virtue of which the Sulgrave Institution of England and America will work wonders for the cause of enduring friendship between our two nations."

Rotary, too, can work wonders for this sacred cause. Rotary development will be marked by the forming of still more close friendships between men on each side the Atlantic. Through Rotary we shall the more sympathetically study one another's national viewpoints. Our respective characteristics will become more understood; our ideals are for the most part already the same.

*Note: Peter Thomason is president of the Rotary Club of Manchester, England, one of the early British Rotarians and past president of the British Association of Rotary Clubs, holding that position when he responded to the call of duty and conscience and went to France on war service.*

## British Rotary Aids Government

**B**RITISH Rotary was called upon by Dr. Addison, Minister of Health, for a conference with reference to the Government Housing Bill, at Whitehall, July 22, and reports of this precedent-making meeting give Rotarians cause to feel proud of the part which British Rotary is taking in public affairs.

The British Association was represented at the conference by President Lloyd-Barnes and Vice-president Wilkie. Most of the clubs were represented by their presidents. The delegation was thoroly representative of British Rotary.

It was the first occasion on which Rotary has been officially invited by a Cabinet minister to assist him in the work of his department; it is the first occasion, says *The Rotary Wheel*, in which an organization such as Rotary has been treated in respect to information, statistics, and criticism in the frankest manner by the Minister in charge of a Government Bill of such importance as the Housing Bill, and this while the Bill under consideration was passing thru Parliament; and it was one of the most representative of Rotary meetings, not only because the most important towns in England, Scotland, Ireland, and Wales were represented, but more particularly in respect to the fact that by virtue of the constitution of Rotary Clubs those present were able to speak with expert knowledge of the various public bodies, professions, and businesses, the hearty cooperation of which is so essential to the success of the measure.

Dr. Addison referred to the supreme importance of the housing question, and to the almost insuperable difficulties with which the Ministry was confronted; he explained, by means of a series of diagrams, the relation between the number of housing schemes presented, the number approved by the Ministry, the number for which land had been purchased, and the number in respect of which building operations had been commenced, dwelling upon the relative smallness of the latter number, and inviting criticisms which would lead to improvement.

Dr. Addison also explained the provisions of the measure dealing with public utility societies as means for supplementing municipal effort, and he concluded by soliciting the assistance of the Rotary Clubs in connection with propaganda and other work in support of the Bill, which he hoped would soon be an Act.

The Rotarians who took part in the discussion dealt with the measure from the municipal point of view, as to requirement of land, allotting tenancies, and raising loans; from the architectural side as to design, costing, and as to office procedure at the Ministry; from the engineering and manufacturers' side as to standardization of fittings and provision of central heating and laundry schemes; from the builder's point of view; and in respect to private enterprise. Important matters relating to the proposed Irish Housing Bill were dealt with in a communication from the Belfast Club.



# Ontario's Great "White Coal"

By W. G. Cates

THE Ontario Hydro-Electric Power system in Canada is one of the most important enterprises of its kind in the world. It develops more than 200,000 horse power, which it sells to the people of Ontario, chiefly in the southwest portion, and is rapidly extending its operations.

The capital investment under the Commission's jurisdiction is more than \$54,000,000, while the investments of municipalities in connection with the system equal another \$21,000,000. It is expected that by the end of 1921 the total investment will be \$110,000,000.

The farsightedness and aggressiveness of Sir Adam Beck who is head of this great undertaking has contributed very largely to its success. As indicating the value of the Commission's work to Ontario, it may be said that were the power being supplied to be obtained from coal, even in fairly large, modern, generating stations, each year more than 2,000,000 tons would be secured at a value approximately from \$10,000,000 to \$20,000,000, and, as Ontario has no coal, this money would have to go out of the province.

About twenty years ago, at a time when the art of generating and transmitting electric energy was beginning to make rapid strides, it was felt by the manufacturers of Southwestern Ontario that the water powers of Niagara Falls might be utilized to supply energy to places at a considerable distance from the Falls themselves. Several public meetings were held and an unsuccessful attempt was made in 1900, by the City of Toronto, to obtain legislation enabling it to generate power at Niagara and transmit it to the city.

The idea of making use of Niagara power was, however, taking hold of people's minds in other places and in 1903 the Provincial Government authorized the appointment by the municipalities, of a commission to thoroughly investigate the whole power situation.

## Commission Created in 1906

This Commission, which bore the name "The Ontario Power Commission," made a very full report in 1906, in which the availability and costs of power from various primary sources, viz: coal, gas, oil, and water were considered in detail, together with the prospective markets, costs of development of Niagara power, and other relevant matters. This report favored the development of municipally owned generating, transmission, and distribution systems for the towns within transmission distance of Niagara Falls.

Following its publication came the creation in 1906, by the Provincial Government, of the Hydro-Electric Power Commission of Ontario. This commission is still in existence and altho its personnel has changed somewhat, yet the office of chairman has been continuously filled by its present occupant, Sir Adam Beck, and the operations of the Commission have grown in a little more than a decade to their present vast proportions.

In 1908 by-laws were past in thirteen cities, towns, and villages, authorizing the corporations

or councils thereof to make contracts with the Commission for a supply of electrical power to be transmitted from Niagara Falls. These by-laws were confirmed by the Provincial Legislature in the same year.

A favorable tender having been submitted by the Ontario Power Company, a contract was entered into with this company for 100,000 H. P. the first 25,000 H. P. to cost \$9.40 per H. P. year, and the remainder \$9.00 per H. P. year.

The action of the Commission in making a contract was very severely criticized on the ground that it would be many years before the entire contract was utilized. In order to show the value of this criticism it is worth while noting here that the Commission exhausted this contract in five years from the date when power was taken in 1910, and that in 1918 the power obtained from Niagara Falls alone was over 151,000 H. P., while altogether, from the various systems owned by the commission, there were supplied during the winter (1918-1919) over 198,000 H. P.

## Owens Dozen Plants

Altho the Commission started its operations by merely transmitting power from Niagara Falls and selling it in bulk to the municipalities it was found desirable, as time went on, to take over (this has been done by purchase) several generating systems in various parts of the Province; while, in other cases, arrangements were made to purchase power and transmit it to surrounding districts just as was originally done at Niagara.

The Commission now owns and operates a dozen systems in other parts of the Province. In December, 1917, as many as 225 municipalities were supplied with power.

In connection with the Port Arthur system, work has been commenced on a new development on the Nipigon River which will have an ultimate capacity of 75,000 H. P., and there are three other cities which can give another 100,000 H. P., in this district when required. In the Central Ontario district, plans are being prepared for the development of 10,000 H. P., at Ranney's Falls on the Trent River. Eugenia and Wasdell's Falls are power sites which have been developed and equipped by the Commission; in the other cases power was already developed, the Commission merely purchasing and taking over existing plants.

The majority of the stock of the Ontario Power Company has been purchased, and this plant is now operated by the Commission under agreement, the total generating capacity being 160,000 H. P., to which another 50,000 H. P. will be added shortly when a third pipe line, now in course of construction, is completed.

## The Niagara System

The Niagara system, on account of its importance, requires separate mention. Five years from the time when the contract for 100,000 H. P. was made with the Ontario Power Company at Niagara Falls the whole of this power was being used by the Commission, and a contract with the Canadian Niagara Power Company for 50,000 H. P. was made. At the present time

over 150,000 H. P. is the amount being transmitted from the Falls over the Commission's power lines.

When it was evident that the full amount of the 100,000 H. P. contract which the commission had with the Ontario Power Company would be entirely absorbed, it became necessary to ascertain whence a further supply of power might be obtained. As a result of careful investigation of the various schemes it was decided that the best plan would be for the Commission to have its own development works and generate power on a large scale.

The proposal scheme was laid before the Provincial Government in 1913, and powers enabling the Commission to go ahead with the work were obtained in 1916, and in 1917 work was commenced on what is known as the Queenston-Chippewa Development. This involves the construction of a canal about  $12\frac{3}{4}$  miles long, run from the point above the Falls where the Welland River discharges into the Niagara River, down to a location near Queenston where the power station will be.

The existing companies at Niagara utilize the head at the Falls, obtaining there about 150 feet head. In the section between the foot of the Falls and Queenston, there is, however, a further drop in the level of the river of about the same amount as at the Falls, thus, the Commission, by the scheme which is now in hand, will obtain a net working head of 305 feet so that from the same water over 100 per cent additional power will be obtainable.

## 525,000 H. P. Plant

It may be said that this project is being undertaken on a larger scale than heretofore generally known. Originally, the undertaking was to cost between \$16,000,000 and \$18,000,000, and between 175,000 and 200,000 H. P. were to be developed. Subsequently it was decided to double the capacity of the canal. Altho the cost of the canal will, when it is completed, be double the original estimate, its capacity instead of being 6,600 second feet will be over 15,000 second feet, and the product of that water will be 500,000 H. P. for peak loads, instead of 175,000 or 200,000 H. P. For ordinary purposes it will supply 425,000 H. P. and equipment will be installed to develop 525,000 H. P.

Four and one quarter miles of the canal will consist of the present Welland River, widened and deepened, and reversed in the direction of its flow, in the section between the Niagara River and the excavated portion of the canal; the remaining eight and one half miles will be excavated.

The Hydraulic Department, in addition to undertaking the design of all the hydraulic features of such work as this, has been engaged for the past six years in taking records of stream flow, and has established 57 gauging stations in 45 different rivers covering a drainage area of about 47,000 square miles.

*Note: W. G. Cates is a member of the staff of the Director of the Department of Public Information of the Dominion of Canada. He wrote this article for THE ROTARIAN.*



# Rotarian

## *On the Way*

PERHAPS there was a time when it was every man for himself and the devil take the hindmost. Perhaps there will be a time when it will be no man for himself but every man for the community. Perhaps we are today in the transition stage. Clubs, societies, corporations, associations, labor unions, employers' organizations, nations, all manifest the get-together spirit of the pack. Even as the welfare of group has come to be recognized as paramount to that of the individual so must the welfare of the community come to be recognized as paramount to that of either the individual or the group. Some day each one will believe that what is best for all is best for him.

\* \* \*

## *A Puzzle and An Answer*

A ROTARIAN manufacturer, trying to apply Rotary principles to the conduct of his business, spoke discouragingly of the labor turnover and the failure of his system of promotion in pay and position according to merit and time of service. He had considered paying the men twice as much, altho that would mean a financial loss to him on his business, with the hope that after a time their work would so improve that the business could stand the strain. He doubted whether even that would work. He doubted the efficacy of a bonus plan which he was also considering. His plaint was that the men did not seem to know what they wanted.

Many employers are in the same predicament and in the same frame of mind. They are trying to be square with the employes but find it difficult to hit upon the proper method of procedure.

There always will be labor unrest so long as the sole motive for work is to make money. The man who does a day's work to get \$5, will be very little better satisfied when he does a day's work to get \$6 or \$10 or more. The whole world is seething with the selfish desire to get as much as possible in return for the least amount of service. It is not surprising that the employer who tries to do right is puzzled.

Rotarians probably do not realize how great is their opportunity to help the world understand that the only satisfying recompense for toil is the joy of serving, with the financial profit an incident.

\* \* \*

## *Governors Are International Officers*

AT the meeting of the "International Council" of Rotary in August there was some discussion regarding the exact status of the district governor. The conclusion reached was that the district governor is an officer of the International Association and that he is the representative of the

Association to the clubs in his district and that he is, in fact, the representative of the International President. It is natural, of course, for the clubs and individual members in a certain district to look upon their district governor as representing them in International Rotary, and to a certain extent he does, but he is not elected by the Rotarians of his district. He is elected by the International Convention. The convention, of course, accepts the recommendation of the clubs in the district who have nominated a man for the position of district governor. When your district governor comes to visit your club, he comes as the personal representative of the International President.

\* \* \*

## *Habits and Breaking Them*

ONCE upon a time some one remarkt that "Man is a creature of habit." This saying was repeated again and again by others until it became a bromide. It happened to be a bromide that is true—a bromide that is an axiom.

Perhaps the most deep seated habits of a man are those pertaining to his eating. In that connection there is another bromide, which is almost 100 per cent true, that "eating is all a matter of habit." The average man, if askt to change his diet, would give many excuses for refusing, and would label his excuses as reasons. He has contracted the habit of eating certain foods prepared in certain ways and to eat other kinds or the same kinds differently prepared would mean breaking away from a habit. Most men are too lazy, mentally, to break away from a habit except under the stress of some strong impulsion from without.

It is easy to contract habits, in doing business, in thinking, as well as in eating. All habits are not bad, but one habit is habitually bad; that is the habit of thinking in the same rut all the time. Progress does not go hand-in-hand with rut-thinkers. Rotary spells progress.

\* \* \*

## *Peace Time Service Flags*

THE War Department of the United States is issuing citations to employers who re-employ all former employes who left for service in the Army or Navy. The citation carries permission to display on the firm's service flag, the shield of the United States as a symbol that it will fulfill its obligations to the men who went to the defense of the country in time of peril. To secure this citation an employer needs only to write to Arthur Woods, Assistant to the Secretary of War, that he "will gladly re-employ everybody who formerly workt with me and left to serve in the Army or Navy during the Great War."



# Editorials.



## *Convention Fund in Club Budget*

THE Salt Lake City Convention, by resolution, recommended that all Rotary clubs adopt a budget at the beginning of the fiscal year. Every argument is in favor of a budget system. It is assumed that the clubs will endeavor to carry out the recommendation of the Convention. The items to go into the budget were not specified. Some clubs have adopted the plan of providing in the budget for sending the delegates to the annual convention. The Constitution of the Association requires that clubs be represented at these conventions. The welfare of the club requires that it shall be represented by as many of its members as possible. A convention fund item in the budget will make it more certain that the club will have its accredited voting delegate or delegates at the convention.

\* \* \*

## *Beating the Shifty Dollar*

SUPPOSE you are earning \$5 a day now, as compared with \$3 before the war. You pay, today, about \$83 for 20 War Savings Stamps with a par value of \$100 at maturity. You pay 16½ days' labor. Suppose, when your Stamps become due, prices and wages have decreased some, and you are earning and spending \$4 a day. The United States Government pays you back \$100 for the stamps for which you paid \$83. You get back the equivalent of 25 days' labor for that which cost you 16½ days' work. You have saved 8½ days' work and beaten the shifty dollar.

\* \* \*

## *Boys and the Bum Lambs*

IN THE sheep raising section of the western range country of the United States has developed an organization known as the Bum Lambs' Club, whose membership is composed of boys. The work of the boys is to rescue from wolves, coyotes and the weather the young lambs which are unable to keep up with the herds in their migrations. These Bum Lamb clubs form one of the most fruitful branches of the boys and girls club work conducted by the United States Department of Agriculture and the state agricultural colleges. The boys take the lambs home and raise them by hand. They profit financially (because the lambs become theirs) and morally because they have done something of service. The owners of the flocks of sheep lose no more than they would have lost if the boys hadn't been on the job. Only the wolves and the coyotes protest against the organization, especially the coyotes who are being deprived of a very easy, lazy way to get a good meal.

One boy in the fruit growing section of Washington bordering the range country is credited with having saved

forty-three lambs one season. It is estimated that tens of thousands of lambs have been saved by these clubs since their organization in 1914. In Utah alone the club boys saved 5,000 lambs in one year.

Two other good results are: The eyes of the fathers of the boys are being opened to the value of diversified farming; the sheep men are beginning to wonder if they have not been too wasteful in their methods.

\* \* \*

## *Cost of Labor Turnover*

LABOR turnover cost is a phrase frequently heard in the industrial and commercial world. A few people who have studied the problem and can testify as experts have a good conception of what this cost is and how much of a drag upon any industry or business it must be. The cost is much greater than most employers realize. The aggregate drag upon the business of a country is enormous. It is difficult to estimate with any degree of accuracy just what this cost is, but the U. S. Department of Labor recently issued this statement: The total working population of the United States is 40,000,000; the labor turnover is 25 per cent; the cost of this labor turnover amounts in round numbers to two billion dollars a year. A saving of that waste would, in ten years, amount to enough to pay the national debt.

\* \* \*

## *Let's Have the Same Objects*

IN the matter of principles, Rotary clubs are uniform. In the matter of objects they should be uniform. At the 1918 Convention in Kansas City the objects of a Rotary club as set forth in the standard constitution for clubs were incorporated into the objects of the International Association after having been rearranged and slightly revised. At the Salt Lake City Convention in 1919 the revised objects as adopted at Kansas City were substituted in the standard constitution for clubs for the objects previously used. If every Rotary club revises its constitution so that it has these revised objects, there will be uniformity of objects. In the revision at Kansas City no material change was made.

\* \* \*

## *Nobility and Democracy*

THE House of Commons of the Dominion of Canada has asked the King of Great Britain and Ireland and Emperor of India to refrain from granting titles of nobility to Canadian citizens. As the conception of democracy increases in clearness, it becomes more and more apparent that the only title which confers any real honor upon a man is that which his fellowmen spontaneously give him in recognition of his service to mankind.

# Humanizing Industry

Raymond M. Havens



**W**HEN my father died I had been in the printing business with him for sixteen years. I had had nothing to do with the manufacturing or the financial end of the business. I had charge of the sales. My father died very suddenly—only a matter of five minutes. I was left in charge of a little shop in Kansas City, employing about forty people.

I didn't know just exactly which way to turn. So I took my cashier and the young lady I call my "buffer" (who is on the telephone board—she represents the house to the customer), the foreman of my composing room, foreman of my press room, foreman of my bindery and stock room and we went up to the hotel and had a little dinner. I told them that the development of the business rested equally upon them and myself. We couldn't "put it over" unless we all would work together.

I took the word "co-operation," analyzed it and built it up in three parts: "Co" meant with; "operate," to move; ion, the act of—the act of moving with. I thoroly grounded that in their minds before we started to talk. I gave them a little illustration of this fact, so that they could see what we were driving at. I referred to the door. I said:

"We will call that door the Door of Co-operation. We are going to look thru that door, but we're going to look thru it at the same angle. In other words, if you stand on this edge of the door and look thru and I stand on that edge of the door, we will both be looking thru the same door, but we will see different things."

We pledged among ourselves that we never would look thru that door until we all lookt thru it at the same angle.

## Mind Work

I told them that the production was based primarily upon two things—a mental production and a manual production. The average man who works and receives remuneration from his labor cannot see that there is any production thru mental activity.

I tried to give my people some little understanding of this other phase—the mental necessity of application in the business—as being just as much a part of the organization as the manual labor they actually did. One of them spoke up in a minute and said, "Oh, I see! You want us to think more."

When I returned from the Salt Lake City Convention my office was a veritable bank of wild flowers. Those people had gone out into the country and gathered them. It affected me more than I can tell. It showed me that when you treat a man in a human way, he will give back just exactly what you give him. I finally

wiped a little water out of my eyes and collected myself. Then I went out and shook hands with them and told them how much I appreciated their doing this.

A survey of the production in my business has been made by the Typothetae of America. They didn't believe my production is what it actually is. I am doing at the present time forty per cent more business than was done in the corresponding period last year.

## Thought for Employees

I make it a point to go into the various departments of this little plant in the morning and in the afternoon. I see what might be of a little more help here and there. For instance, in the bindery I found girls sitting on stools. My idea was that they could work just the same and still be comfortable. So I threw out all the stools and bought back chairs. Then they were continually twitching around. Their legs were against the bottom of the chair. I had little stools made so as to raise up their feet. My production increast by virtue of the fact that the girls workt continually right straight thru and I got results from it.

In the press room the boys were standing. I said to my foreman:

"We ought to put stools there and make them a little more comfortable."

"It's a piece of foolishness," he said. "They ought to stand up; that's what you pay them for, so make them do it."

Nevertheless, I put stools on every one of my cylinder presses and in front of every one of my hand-feed job presses. Those fellows now sit and feed a press, rather than go out and smoke a cigaret some other place. I am showing an increase there.

I found another thing. These fellows were talking about the increast cost of luncheon—that they couldn't get a lunch for less than forty-five or fifty cents. So I put in the coffee urn and furnish the coffee to all my help. They can bring a sandwich from home, get a hot drink of coffee, and it will save money for them.

These little things showed them that I was interested in their welfare. Indirectly, what I gave them came back to me. I saw one of the fellows who had been with me less than a week standing on the corner. One of his friends came up to him. He said: "George, you're a fool to work down where you are. Come up and work for a regular fellow. This fellow gives us coffee, treats us as tho we are somebody, and never misses a day to come in and say 'good morning.'"

I wanted to put in a bonus system. It was a matter I didn't know exactly how to handle. The bonus system to the average workman is interpreted as a gift. It doesn't make for the right spirit, at least I didn't think so. I analyzed it this way:

## Dividends on Labor Investment

For illustration, I have a compositor whom I pay \$40 a week. That is equivalent to ap-

proximately \$2,000 a year. I decided that if this man invested \$2,000 worth of labor with me, he was entitled to interest upon his investment. To be sure, I paid him for what he did for me. But you go to a bank and you put your money in the bank. That bank pays you so much for the use of that money which it puts into something else. So we are going to declare a five per cent dividend on all the investment that my people made with me last year. They've got to be with me at least four consecutive months before they will enter into that.

I am taking so much out every week and laying it aside to meet these dividends. When Christmas time comes we are going to have a party. I'm going to invite all my help, even to the office boy. I'm going to have the men who are married bring their wives so that they can see actually the organization to which their husband belongs. The dividends will be distributed then.

There is a tremendous amount of spoilage in the bookbinding and printing business. The spoilage comes thru carelessness. This is charged against that department in which the spoilage occurs and is taken out of the general fund. That obliterates a certain amount of spoilage. Last month I didn't have a dollar spoilage. The month before I had about four dollars spoilage. The month prior to that I had just exactly twelve dollars spoilage. That's the way it's been running. Everything is being reduced to a minimum. A man gets the vision that he is more than a mere machine, being used by a party who, he feels, has no direct interest in him.

It is really working out wonderfully. I owe it very largely to what little interpretation I have been able to make of Rotary.

## Helping Them to Save

I am on the board of directors of one of our Building and Loan Associations. Whenever I raise the wages of a man now, I call him in and tell him that I am going to take fifty per cent of his raise and buy stock in this Building and Loan Association. The average man doesn't think and that's the whole basis of his trouble.

Two weeks ago I raised one of the bindery girls. I called her in and told her about the thing. A little while later she said, "I never missed that fifty cents; you just take out my cents more next week."

They got the spirit of saving thru these campaigns we have conducted where they have to pay partial payments on Liberty Bonds, etc.

The business man is not seizing his opportunity if he doesn't show his employees that he is interested in them and in their point of view.

*Note: Raymond M. Havens of Kansas City, Mo., is the sergeant-at-arms of the International Association of Rotary Clubs. The foregoing is a talk he made at the meeting of the "International Council" of Rotary in Chicago, in August, during a discussion of the problems of the relations between employer and employe.*



# The New Poland

By Paul V. B. Jones



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Scene on the water front at Danzig, the old Polish city on the Baltic which has been in Prussian control more than a century. The Peace Treaty gives the new Poland access to the sea thru this city.

IN the year 1795 the "Republic" of Poland disappeared from the face of the earth. Despite her thousand years of independent existence, and an enviable record for remarkable achievement along many lines of human endeavor—political, religious, literary, artistic, and other—this ancient state fell ingloriously, an inert, helpless victim, to the merciless rapacity of her neighbors, Prussia, Russia and Austria, each of them with vulture instincts but greedy enough for their sorry repast.

Despite the fact that Poland displayed some of her old time militancy, and tried to fight to the last, she was not really conquered by her enemies. She was simply "partitioned." The shameful spoliation began in the year 1772, under the able auspices of that ruthless autocrat, Frederick II.

With a blasphemous humor characteristic of his age, this cynical Hohenzollern writes to his brother, Henry, on April 9, 1772, as follows: "The partition of Poland will unite three religions, the Catholic, the Orthodox, and the Protestant; Poland will thus be for us a sort of Holy Communion of which we shall all partake. If this act does not bring salvation to our souls, it will at any rate contribute considerably to the prosperity of the realm."—An observation entirely worthy of Voltaire himself!

## Start of Carving Operation

Substantially a century and a half have elapsed since this grim tragedy was begun, but who can read today, without recoil, that amazing manifesto addressed to the Poles by Catherine II, announcing the first partition, and inviting their assistance in this major operation on their own body politic and fatherland! Asserting as causes for so drastic a procedure that turbulent Poland was a constant menace to the well-being of adjacent peoples and that these same neighboring peoples had, each of them, old claims on parts of her territory, therefore, this terrible proclamation continues:

"His Majesty the King of Prussia, her Majesty the Empress, Queen of Hungary and Bohemia, and her Imperial Majesty of all the Russias, having mutually set forth their rights and claims, and having come to an agreement, will each take an equivalent of the district to which they lay claim, and will put themselves in effective pos-

session of those portions of Poland which are calculated to serve hereafter as the most natural and secure boundary between them."

Such was the preliminary move in this altogether shameful transaction. A second operation, in 1793, lopt off additional segments of the then moribund state, while a third act of partition, in 1795, completed the work, concluding as clear-cut a drama of survival as was ever played amid the political creations of men.

Students of Polish history find the remarkable weaknesses directly responsible for the ruin of this, one of Europe's greatest states, in Poland itself.

Poland is a land of plains, with no really satisfactory frontiers, thus inviting attack by any aggressive neighbor with predatory inclination;

A land made thru conquest, and ill pieced together, lacking racial homogeneity with its Lithuanians, Ruthenians, and other peoples, different from the warrior Poles in language, religion, manners, and customs, never really assimilated, always mindful of their one-time independence and chafing to regain entire liberty—

A land of two social classes only—a proud, fighting, proprietary nobility, and, ultimately, a degraded, utterly subservient, blackly ignorant serfdom with no stabilizing middle stratum such as makes the back-bone for most states—

A land, finally, with a political system as strangely and completely decrepit as any deteriorated governmental machinery told of in human history; a Republic with an elected monarch at its head, a kingship reduced, thru the jealous fear of possible royal power, on the part of an independent nobility, to nonentity, to an empty manifest of rule, grasped at now and again even by venturesome foreigners. Full as serious a flaw as this was that curious *liberum veto*, formerly a staunch bulwark of their liberty for the nobles, now an abused institution, constantly operated by these utterly selfish, utterly unpatriotic lords of the land to thwart every act of the government.

## Gloomy Prophecies

Some writers, noting the dark havoc wrought for Poland by a state of affairs so bad and so long enduring, affirm that the Poles deserved their fate; and these same students, observing the sev-

enteen odd political parties vigorously flourishing in Poland today, gloomily shake their heads over this ruinous twentieth century recrudescence of the ancient national malady—assertive individuality and otherwise-mindedness—and assert that an independent Poland is an utter impossibility.

As a matter of fact it is highly probable that Poland could have amended her vicious system, had the time been afforded. Eighteenth century Poland, keenly aware of many of her problems, was indeed striving quite vigorously to handle them. Unfortunately for her, other statecraft was at work, far stronger at the time than her own with its depleted vitality.

Upon the annihilation of her state, a strange chapter in Polish history opens. Approximately 300,000 square miles of territory with an estimated Polish population of 11,500,000 souls had been divided by Prussia, Russia, and Austria. To cut up and apportion was one thing, to assimilate, however, quite another accomplishment, as the three powerful and guilty states were to discover.

The years from 1795 to 1914 mark in Polish annals a period during which those hapless people, existing perforce under three alien regimes, developed a more vivid national sense than ever they had known before. And when in the fullness of time the great war broke upon a horrified humanity, the Poles, Prussian, Russian, and Austrian, knew to a man that their hour of deliverance was at hand.

This strengthening nationalism presents an interesting study. Of the three groups of submerged Poles, that under the Dual Monarchy fared the best, and nearly attained, in late years at least, a complete autonomy. On the other hand, the Poles under the iron heel of Prussia endured most from their rulers, for, while the Russian autocracy was by instinct cruelly brutal, it was too poorly organized to be perpetually ruthless, and bore but fitfully on its victims; whereas the highly organized Prussian regime followed practically from the beginning a consistent policy of the sternest denaturalization or Germanization of the Poles.

## Hammer and Anvil

Ex-chancellor von Bülow, an able exponent of the Bismarckian theory in this regard, well expresses the spirit and purpose of Prussia's policy as follows:

"No concern for the Polish people must hinder us from doing all we can to maintain and strengthen the German nationality in the former Polish provinces. It is the duty and the right of the government to see that the Germans do not get driven out of the east of Germany by the Poles. The object is, to protect, maintain, and strengthen the German nationality among the Poles. . . . In the struggle between nationalities, one nation is the hammer and the other is the anvil, one is the victor and the other is the vanquished."

To play her role successfully in this awful smithy game, Prussia fashioned for herself characteristic instruments—restrictions on the use of the Polish language, German only passing current

in the schools, law-courts, public meetings, and finally in the church services; bans on Polish songs and the Polish national dress; reservation of governmental offices for Germans or dependable Germanized Poles; and finally a drastic policy of German colonization in the Polish provinces which ultimately resulted in the harshest legislation, like those laws compelling Poles to sell out their land to Germans, the whole unnatural process heavily subsidized by the state.

And the Poles? So vigorously did they react, once they caught the tune, that before the Prussians were aware, this despised people matcht case-hardened steel to Junker iron, and von Bülow himself didn't know whether the state were hammer or anvil.

Von Bülow himself finally admitted that the scheme for colonization had failed owing to the fact that the German was apt to lose his nationality if not continually subsidized by the state, or even in spite of such support, since he was always ready to dispose of his land for a good figure, whereas the Pole "thought it shameful to sell land to the Germans," and "held fast to the land."

Under these hard circumstances, the Prussian Poles, faithful to human nature, have become the most Polish of the Poles. They have benefited greatly from the rigid disciplining of their stern masters, and now, chastened in temper, steadfast, thrifty and aggressive, they have their reward: leadership in the new Poland must devolve on them — an amazing retribution for Prussia!

This new Poland has come into being today by processes which it is not possible to follow carefully now, thru want of information on the one hand, and lack of comprehension of such reports as are forthcoming on the other. Therefore, a bare outline of what appear to be the principal events in the intricate story must suffice here.

Despite the fact that from the outbreak of the war a bewildering number of forces as well within the old Poland as over the rest of the world—National Committees, Democratic Congresses, Armed Legions, Polish Bureaus, and the like—concentrated on the great objective, Polish union and independence, the career of one man from 1914 to this moment lends a remarkable coherence to the entire process.

#### Pilsudski Appears on Stage

And thus featuring this great crisis in her history, the activity of Joseph Pilsudski, Poland plays true to her past in the narrative of which lie revealed the beloved achievements of other national heroes like Sobieski and Kosciusko.

Born at Vilna, in 1867, of noble Lithuanian-Polish stock, young Pilsudski, while a student of

medicine at the University of Kharkov, became intensely interested in the social problems of Russian Poland—too keenly interested indeed to suit the ever watchful, suspicious Russian police who in 1888 sent the vehement young fellow to Siberia.

Returned to his native land after five years of banishment, an aggressive socialist, Pilsudski aided in the organization of that party among his countrymen. Constrained always to dodge the police, now by so desperate a ruse as feigned insanity—a policy bringing him a year's sojourn in a mad-house—now by flight to England—he busily developed his program: armed revolution against Czarist Russia. Efforts to further Polish independence in this wise, like those abortive movements at the time of the Russo-Japanese war, failed thru inadequate support and the opposing strength of a better organized party intensely hostile to the Socialists, the National Democrats.

Whereas Pilsudski's group—workingmen, for the most part—are described at that time (1904-



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The Royal Palace in Warsaw, the ancient capital of Poland. This and other public buildings have been taken over by the government of the new republic. Warsaw was held by Russia when the war started in 1914.

1906) as more socialistic than national, with a hatred for the Polish capitalistic, landholding element, akin to their abhorrence of Russian autocracy, and with small respect for the Church, the National Democrats, on the other hand, representing landowners, bourgeoisie, peasants, and like their opponents with a scattering of intellectuals, were strongly national, but pro-Russian, with the hope of securing an autonomous Poland.

This latter party, able, after the Revolutionary crisis following the war with Japan, to control the Polish seats in the Duma, made his home land too warm for Pilsudski, who forthwith migrated to that stamping ground for disaffected Poles of all persuasions, Galicia.

#### Fight Against Russia

Here thru his organization of the Polish Legions, subsequently so famous, this persevering patriot continued his revolutionary work. An original group of these Legionaries, some 400 strong, mostly Russian Poles of strongly anti-Russian sympathy, created a tremendous sensa-

tion, when, in August, 1914, they boldly sallied across the Russian border. From that time on, the Legions, supported by representatives of all Polish parties in Galicia, and by many Russian Poles, thru an organization known as the Supreme National Committee, made an attractive appeal to all Polish patriots, even to the National Democrats, in whose hearts the war had stirred vast hopes of independence.

The Central Powers were only too glad to work hand in hand with the Legions, whose leaders, like Pilsudski, saw in such an unholy alliance but opportunist means to a noble end. Russia appeared to them to be the great enemy. Once get her out of the way, then were there time enough to grapple with the next obstacle to Polish independence.

Behold this arch-patriot then, become a Brigadier-General by order of the venerable Franz Joseph; his Legions enrolled in the armies of the Central Powers, all fighting the while, like tigers, winning iron crosses with the best of them, in that hideous surging see-saw of those vast

hordes of men back and forth across Poland, ultimately establishing German control over the devastated land in the fall of 1915.

Upon this success, Pilsudski became restless, anxious to secure assurance of a free Poland from the triumphant Central Powers. Therefore, when the armies of the Central Powers were facing Brusilov's offensive in 1916, Pilsudski played a bold stroke. His purpose to resign his command being thwarted by Austria's refusal to accept the resignation, at a critical juncture he simply withdrew from the front with

an entire brigade.

#### Central Powers Forced to Act

While this act cost him considerable prestige, it did precipitate a crisis which was probably the greatest factor in forcing the Central Powers to issue their decree of November 4, 1916, proclaiming with flourish an independent Poland.

This act proclaimed that Russian Poland was to be a National State in the form of an Hereditary Monarchy with a constitutional government. For the time being, the Central Powers were to administer the new State, pending the gradual development of her proper public institutions. Careful determination of the frontiers also could only come later. Subsequently a provisional government was set up. Its principal organs were an all-Polish Council of State of twenty-five members, which in turn nominated an Executive Committee, the members of which had ministerial functions. Pilsudski had a seat on the minority Left in the Council, and also presided over the Army Committee.

This regime was at best a makeshift arrangement, but, even so, it endured too long to suit



Pilsudski. Ordered to develop a Polish army to fight with the Central Powers, the General refused unless he could receive assurances that such an army would operate under the direction of a real National Polish Government. This was a mean *impasse*, and when the Central Powers failed to yield his point, Pilsudski used his popularity with his countrymen to hinder the formation of a Polish army.

Then came the Russian Revolution, with its recognition of an Independent Poland. Here at length was a capital opportunity to strike. Under Pilsudski's supervision an ultimatum was addressed to the Central Powers by the Polish Council of State. Unfortunately, however, his colleagues on the Council were not of their leader's fibre, and unable to cooperate with them, he and the Left resigned.

Next, as another step against furthering the interests of the Central Powers, Pilsudski began to disband his Legions. Nearly four-fifths of their members refused to take the oath exacted from them by the Austro-German governments. This was rebellion. The disaffected Legionaries, therefore, were interned, and Pilsudski, himself, was sent a prisoner to Magdeburg.

So the situation stood near the middle of 1917. In September of that same year, it is asserted that Austria sent Polish troops, raised ostensibly for a home army, to the Italian front, whereupon the Polish Council of State resigned. Then by another decree (September 12) the Austro-German rulers promulgated a new constitution for Poland. According to this instrument the principal organ of government was a Council of Regency, whose personnel of three was appointed by the Central Powers; this body had certain legislative functions; its decrees were to be countersigned by a Premier likewise under the control of the Central Empires; with the Regency were to operate a Cabinet and a Council of State.

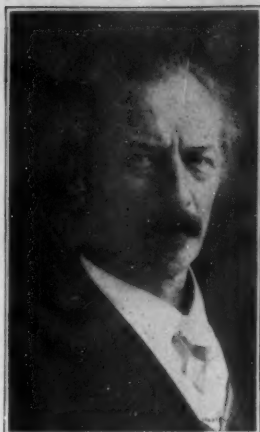
### Other Forces at Work

Meanwhile other forces were beginning to effect developments in Poland. In March, 1915, Sir Edward Grey had proclaimed to the world one of England's ideals in these words:

"We wish the nations of Europe to be free to live their independent lives, working out their own forms of government for themselves, and their own development, whether they be great states or small states, in full liberty—that is our ideal."

The Allies, however, so far as they had a distinct Polish policy, shaped it perforce with reference to their great eastern member. Thus, for example, France had a secret agreement with Russia which recognized Russia's "complete liberty in establishing her western frontier." Therefore Russia's open declaration proclaiming an autonomus Poland, issued by the Grand Duke Nicholas shortly after the beginning of the war, stood as the manifesto of Entente agreement as to Poland's future down to the time of Russia's collapse.

After the Russian debacle it was necessary for the Entente Powers to state anew their attitude towards Poland, and on January 8, 1918, in his address to Congress embodying the ever famous "fourteen points," Mr. Wilson affirmed as his 13th article in a real peace program that "An independent Polish State should be erected." The declaration of Allied representatives at Versailles, on June 3, 1918, in favor of "a free and independent Poland with access to the sea" demon-



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Ignace J. Paderewski



ROMAN DMOWSKI,  
POLAND.

© Harris & Ewing

Two leaders of the new republic of Poland. Paderewski is the premier; Dmowski is president of the Polish National Committee at Paris.

strated substantial unanimity of intent among all the Entente Powers. These manifestos, had, all of them, a powerful reaction in Poland.

On June 26, M. Swiezuski, representing three-fourths of the elected members of the Warsaw Council of State, and the "overwhelming majority of Poles" addressed the council on behalf of the Inter-Party Club, concerning the Versailles declaration.

### Collapse of Central Powers

Indeed it was but a short step in this humor, (and one must remember the perilous condition of the Central Powers at the time) to the demands made by the Poles at a conference at German Headquarters in August, 1918, including a change in the administration, cessation of the joint Austro-German control of the country, recognition of certain territorial claims in Lithuania, access for Poland to the Baltic via Danzig, and the like. This outspoken bid for independence, was presently followed by the demand itself emanating from the Regency Council, that the new state must embrace all the territory inhabited by Poles.

Subsequently a separate manifesto, on October 13, by the Prussian Poles asserted that "nothing but the union into one State of all peoples living in Polish lands, a State which shall possess full rights, can guarantee a lasting League of Nations."

Such was the tense state of affairs when the collapse of the Central Powers shook the world. From then on developments moved rapidly in Poland, the three sections of which were now working practically together. Pilsudski was released in Germany. Frail, nervous, bent with ill health, but with all the old indomitable energy, he hastened back to Poland where he refused to co-operate as Minister of War in a weak Government of the National Democrats hastily formed by the Regents.

Soon afterwards that ephemeral creation fell, and Regency Council thru two decrees of November 11 and 14, 1918, pronounced the dissolution of its own body, and "in view of the threatening dangers from within and without" transferred the sovereign power to Pilsudski, his dictatorship to endure until a National Government could be formed.

The excellent temper of the now all-powerful patriot may be judged from his own statement

to the people issued likewise on November 14, upon the assumption of his great responsibility.

"Upon my return from Germany," this frank manifesto reads. "I found the country in a most chaotic state in the face of exceedingly difficult tasks, for the performance of which the nation must reveal its best organizing abilities. In my conversations with the representatives of almost all the political parties in Poland, I found to my delight that the great majority share my opinion that the new Government should not only rest on democratic foundations, but be composed in a considerable proportion of representatives of the rural and urban masses. . . ."

The new Cabinet, set up under the direction of Andrew Moraczewski as Premier was described by Moraczewski himself towards the end of December, 1918, as ". . . a truly national one," but in almost flat contradiction to this statement stand the assertions of many Poles, and others apparently in a position to know, that the new regime was decidedly Socialistic. However this all may have been, Pilsudski presently faced a grievous difficulty on the score of his government's composition.

At eleven o'clock on the night of January 1, 1919, Ignace Jan Paderewski, renowned the world over as the greatest living pianist, and also more recently known as a vigorous Polish patriot, arrived in Warsaw.

Paderewski represented a powerful element among the Poles—the Conservative, or National Democratic group. The principal organ of this party after the establishment of German control over Russian Poland was the so-called Polish National Committee at Paris, under the Presidency of M. Roman Dmowski, a powerful and in many respects a very able man.

The energetic efforts of this Committee in the Allied capitals and at Washington, in the summer and fall of 1918, secured from the Allies and from the United States recognition of the Polish National army, under the supreme political authority of the Polish National Committee as an associated force, co-belligerent, the product of a belligerent State, which aroused high enthusiasm among Poles everywhere.

### Paderewski's Difficult Task

The accomplishment of Paderewski's purpose, namely the organization of a coalition Government in Poland which should be more broadly representative of all parties there, was a difficult task. Both of the great leaders were apparently suspicious of each other's motives; Pilsudski, too, was fearful lest any readjustment of the government at such a critical time should precipitate a revolution. Unfortunately a *modus vivendi* was not expedited by an abortive attempt on the part of Conservatives and Liberals, under the leadership of Count Eustache Sapieha, to overthrow the Pilsudski regime by force, on January 5; a hazardous undertaking at best, and entirely thwarted by the loyalty of the troops, with ludicrous and very disconcerting developments for the perpetrators.

And then, just as the Journalistic Prophets everywhere were getting up a lachrymose unison, "We told you so"—the horizon cleared. After all, on the deeper issue—an independent, united Poland—both patriots were agreed; the threatening dangers to the nascent State likewise urged compromise, which both Pilsudski and Paderewski say they desired.

Therefore, about the middle of January, Paderewski's plan for the formation of a new

Ministry, representing Russian, Prussian, and Austrian Poland, began to materialize. In fact, Pilsudski signed an agreement to reorganize the Government at midnight on January 16, while the new Ministry, then in formation, was definitely announced on January 19, Paderewski being the Premier and holding the portfolio for foreign affairs, while Pilsudski remained still "head" of the Nation and Commander-in-Chief of the army.

Complete recognition of this new provisional Government by the United States was officially announced on January 22, this brisk act being reinforced by a similar Allied pronouncement on February 21. Meanwhile, the elections for a Polish Constituent Assembly, held late in January, gave Paderewski's party a considerable victory, the National Democrats claiming ninety-one seats out of two hundred odd in the first meeting of the Assembly, held February 9.

Such, then, is the coalition Government in Poland which is now grappling with a great round of decidedly baffling and dangerous problems, intensely interesting, but too detailed and intricate for even survey consideration here.

Among these problems, however, the question of new Poland's frontiers, while all told the most perplexing, is of such vast importance to the entire world, as well as to Poland, that a brief consideration of its principal features is essential in concluding this narrative.

It is not difficult to ascertain the desires of leading Poles everywhere, in regard to this all-important matter; they have expressed themselves fully; and to the great jeopardy of their best interests, forces among them have gone out to secure what they desire, quite on their own advices, it appears.

Paderewski himself expresses the opinion of a very large number of his fellow-countrymen when he writes as follows:

"The interests of peace require a large, powerful, and economically independent Poland. This can be attained thru a complete union of all provinces once belonging to the Polish crown. . . . A New Poland should be a continuation of that which she has been, otherwise she cannot find again the ideal which she has in her own soul. If one should plan to cut out a certain part of the former Poland to make a new one, if instead of erasing the artificial confines, one should only modify their direction, it would be creating irredentism which would fatally lead to a new crisis. If we are to have a lasting and durable peace, we must reunite in the New Poland all the Polish land."

#### Old Frontiers Not Possible

Can such a Poland as is here envisioned be re-established? Emphatically no! Not if the now classic norm of President Wilson be used as the gauge in rehabilitation.

Founded strictly on the basis of vast majority Polish population, the New Poland would constitute a country roughly one-third the size of Poland at the time of the first partition.

Or, in terms of Russian-Prussian-Austrian political geography, such a new State of Poland would include the so-called Congress Kingdom of Poland, Russian since 1815; Western Galicia; and a small part of Silesia, formerly Austrian; together with territory formerly Prussian—the southern part of East Prussia, a considerable area; the heart of West Prussia (but without the land about the mouth of the Vistula, consequently without Danzig); by far the largest part of Posen; and a section of upper Silesia.

This more modest Poland would not include any such large number of other nationals as Paderewski's state must control if it were established, all of which aliens are determined to be independent, and strong enough to breed a considerable amount of trouble if their desires for separate statehood are thwarted.

Furthermore, the re-establishment of an indisputably Polish Poland will be difficult enough to erect and maintain. One resultant alone, the separation of German East Prussia from the mother country, presents a very grave menace for the future—to say nothing of the threat involved in the violent German opposition to the loss of any Prussian territory whatever, Polish or not.

What shall be said for the mounting ambitions of the Polish leaders, surely not desirable in their entirety? Indeed their glorious vision of a mighty Poland is very comprehensible. A proud race, capable of the best achievement, so long submerged, has turned the while for solace and bright hope's sake to an ardent study of its ancient, more auspicious past. Polish leaders well know what old Poland was. How can the new-born State be less than the old!

#### Needs World's Sympathetic Help

This sentimental force is obviously strong in their calculations; but these are shaped again, and colored by many other forces, less worthy perhaps, but vigorously insistent, notwithstanding. Since the partitions, all the Poles built up instinctively a powerful strength of opposition against their oppressors; suddenly the dominant alien Governments are crasht down, and forthwith the unrestrained tide of long-pent Polish rancor breaks like a devastating flood sweeping all before it, and scarce to be checked.

Again, Polish patriots, without exception, de-

clare that they face in their country "black with famine and utter destruction" the near and constant menace of Bolshevism, a terror to them all with their vehement Catholicism and their peasant lust for land ownership; this real danger from their point of view seems to them to warrant the large armies and the Allied support which they so insistently demand.

Lastly, purely selfish interests play also their lusty role. Wealthy Polish landlords in Lithuania and East Galicia, heretofore the dominant class in a peasant population, see with dismay their all on the brink of ruin in the developing independence of these regions.

Surely when these elemental currents are sounded, and it is borne in mind that by no means all of the Poles are carried away by them, unthought, harsh criticism of this truly great but threatened and bewildered people dies on the lips. Poland today, like all of the new-born nations of Europe, must have the unselfish support and firm guidance of a sympathetic world. Only a true League of Nations can guarantee her that beneficent future of which her peculiar genius is so eminently deserving!

In this paper free use has been made of materials taken chiefly from the following sources:—New York Times, London Times, The New Europe and Current History (documents and articles) the British magazines, especially the excellent articles by O. de I. in The Contemporary and J. E. Baker in the Nineteenth Century, and modern books on Poland like the compact little volume by W. A. Phillips in the Home University Library.

*Note: Paul V. B. Jones, author of the foregoing, is Associate in History on the faculty of the University of Illinois. This is an article issued by the War Committee of the University in April, 1919.*

## Rotarian in Czar's Polish Palace

I HAVE been working under pressure since coming over to Europe just one year ago (May 30, 1918) and was about ready to let up when orders came from the commissioner for Europe to close all Red Cross activities in Europe and where large amounts of materials were on hand to retain only a small personnel for distribution, and Colonel Bailey, Commissioner for Poland, returned from Paris and ordered me to "get out" and take a good rest.

So I took Mrs. Taylor, a touring car, interpreter, "bokoo grub," fishing tackle, "shootin' irons" and accepted an invitation which had been received several weeks prior, from the Custodian of National Forests, to "make ourselves at home" in the Czar's former hunting lodge, situated about the center of the famous Dark Forest which was for many generations the private hunting preserve of the Czars of Russia.

It is situated about 150 miles east and a little north of Warsaw and connected by a fine, hard-surfaced road over which I drove yesterday. We left Warsaw at 5:30 a. m. and stopt to cook breakfast and lunch en route, arriving at the lodge at 4:00 p. m.—A delightful trip without even a puncture.

It does not seem much like a camping trip, as we are occupying the Czar's suite of rooms and have three servants who are retainers of the old establishment. I would feel much more like a sportsman if I could get out under a dog tent and roll up in a bed roll and cook my own meals

over a smoky camp fire. However, the experience is unique and gee, I don't blame him for liking to be a Czar while it lasted.

This is the most beautiful place I ever saw, 800,000 acres of virgin forest filled with deer, buffalo, wild hogs (boars), quail, turkey, pheasants, and beautiful streams and lakes well stocked with bass and some other kinds of fish; his "lodge" contains 120 rooms, kitchens, dining rooms, marble bath pools, banquet hall, and chapel; out buildings about twenty, servants' quarters, garage, stables, storage houses, etc., and many other things considered necessary by Czars, Kings, and Kaisers when they go "roughing it."

A close-up study of one of the layouts considered by some of the nobility to make "roughing it" bearable, gives us ordinary mortals a slight insight into the psychology that develops an imaginary need for all of the civilized world to really have a good time in.

I was much interested in learning that Rotary will soon be carried to South America. I do not believe that the time is ripe for its introduction to any of the European countries except England. It would be difficult to convince the average European mind of the fact that HE PROFITS MOST WHO SERVES (OTHERS) BEST.

—H. W. Taylor, optician member Rotary Club of Mobile, Ala., writing from Hunting Lodge of the Czar, in the Dark Forest, White Russia.



# Individual Efficiency

By F. W. Garret

WHILE it may seem that the subject of efficiency has been overworked, and to some extent this is true, this word takes on a new and more serious meaning in view of present world conditions. We must extract the practical from the theoretical. We must realize that, in a large measure, the old world has past, never to return. We must quickly adapt ourselves to the new world, with its new conditions and thought.

The World War has wrought many changes. Labor has become highly organized and ably officered. Democracy for which we fought, as nations, is being sought in social and industrial life. Let us not try to dam the flood, but rather do all in our power to guide it. How? By being just and honest with each other, by eliminating, so far as possible, that germ of greed which underlies most, if not all, the ills of mankind. Let us be square, and remember that autocracy in business is as much out of place, as it is in politics.

We Americans are assured that shortly our merchant marine will have grown to large proportions, and in time, second to no other. Our concern, according to Mr. Piez, is not in producing the shipping, but in getting the cargoes. This means finding new markets. To do this we must meet world competition in price, quality, service, etc. This requires organization, honesty and efficiency.

## Careless and Extravagant

We are not alarmed over our organizing ability, as that has been amply demonstrated. Our honesty must be measured by the highest standard we can set up. This should be the keystone of our structure.

We have lived our lives surrounded by abundance. Need—the great incentive toward efficiency—has been almost an unknown quantity. Therefore, we have grown careless and extravagant. The time has come to change many of our methods, and much of our thought—if we hope to meet conditions immediately ahead and avoid the breakers that would otherwise roll over us.

This leads up to a few thoughts I have endeavored to put in practice for many years past regarding *Individual Efficiency*.

How can those of greater experience and influence, with broader views, be of assistance to those in subordinate positions. In proportion as we are able to assist development, we are mutually benefited. We must make clear the requirements of the individual; give friendly advice that will encourage ambition which ultimately leads to promotion. Work and surroundings should be as agreeable as possible. It should be made plain to the subordinate that his services are valuable; he should be assisted over discouragements and in all ways treated as you would wish to be treated were your positions reversed.

## Responsibility

A man's efficiency is best developed by giving him responsibility, with a clear understanding of that which is expected. Gradually increase this responsibility, always extending a guiding and helpful hand where needed. Give him all information necessary bearing on his work, en-

We must never again permit the wageworker to be looked upon primarily as a mere cog in the industrial machine. He must be looked upon as a citizen; given every chance possible to do the best that he can do, and held to a strict accountability if he refuses to do it. Of course, labor must have the right to collective bargaining. Moreover, we should endeavor cautiously to introduce a system of representation on the directorates, so that labor shall have its voice just as much as those who furnish the capital and those who furnish the management. I am, of course, entirely aware that this process can only succeed to the degree in which the workers themselves prove their ability to select and reward the right type of leadership and to combine full consideration for the rights of others with insistence on their own rights.—Theodore Roosevelt.

courage him to discuss troublesome matters with you or his next superior in order that errors may not occur for fear of exposing an apparent lack of knowledge. I have seen remarkable results along this line.

We, as individuals, have but a slight idea of our capacity, and we realize possibilities only as we are put to the test. To my mind, no greater encouragement can be given. It assumes a confidence that is appreciated. A man will strive his utmost before admitting failure.

Responsibility causes a man to plan and think. When he begins to think, he at once becomes valuable; he feels he is a part of the Company and that its interests are his interests. New possibilities that had been lying dormant are realized. New thoughts are aroused in rapid succession. The new opportunities act as a stimulant toward accomplishment.

An otherwise capable man is weakened if his superior leaves him only the unimportant parts of his work; he feels the lack of confidence in him, finds his work uninteresting, and settles back into a dull mediocrity, a sacrifice to selfishness or ignorance.

If each man is careful to see that his organization is right, and that his ideals are shared by the next man below him, and that these methods extend down the line, he can look for a response in the man and the much desired team work, known as co-operation—the rock foundation upon which efficiency must be built.

## Consistency Is Essential

We must get nearer to the men thru subordinate officials whose treatment of the men will evidence their friendly attitude and personal concern for their welfare. We must be consistent if we expect loyalty and interest in work from a man. He must plainly see these attributes in us. Words of an insincere or inconsistent man have little weight. If we propose to trust a man, as we must in many ways, we must be such a man as can be trusted by him. We need broad-

minded men with ample human sympathies who will not sacrifice broad principles, involving the welfare of many men, to suit isolated cases.

With the right man assured over a body of men, there need be little fear of the men doing their part, and doing it well. My experience with large manufacturing concerns, employing many thousand men, has convinced me that much of the discontent arises from not having the right type of men in supervisory positions.

A certain sense of honor precludes men going higher with complaints. Another deterrent is fear of their standing and possible loss of employment. Consequently higher officials remain in ignorance of real conditions. Result—Indifference and resentment, with the too familiar consequences. One of the weak points of early efficiency engineering was an apparent disregard of the personal element, a failure to realize that the worker should have some voice in matters of efficiency and to assure him his interests were duly considered.

## Organization

Our success depends very largely upon our ability to choose and develop men to assist us in the various duties necessary, the organization to be such that every minute detail will be cared for, altho personally we may not have the time or opportunity to observe more than very little of the detail.

Successful men are free to state that their success was due to their ability to surround themselves with able assistants. Mr. Carnegie is said to have remarked that he should not be given too much credit for his business success, as it was due to the efforts of himself and forty young men partners; he desired the credit for knowing how to pick men, and then develop them thru his policy and their efforts.

An official to be efficient, must not waste his time and energy in doing that which might well be delegated to his subordinates, who in most cases, thru specialized training, can handle the subject better than he can. This leaves an official free to think and plan on advanced matters, and with an unburdened mind capable of viewing an entire situation with a clear perspective.

All right thinking men prefer to work under just and reasonable discipline. No order should be issued unless well thought out and shown to be absolutely necessary. Too many orders have a tendency to lose force, and often are the source of unnecessary irritation. Those in authority should attempt to rule not like a martinet, but with kindness, consideration, dignity. We must be careful to keep in the right, and remain absolutely firm so long as we are convinced we are in the right and the matters involved warrant a firm stand. My thought is best illustrated by the firm, courageous stand taken by the Mayor of Seattle in connection with the I. W. W. troubles in that city.

## Information Put to Work

Many a learned man is a failure. He has an abundance of information but fails to turn it into useful work. Many of Mr. Edison's great achievements have resulted from a practical ap-

plication of information that had previously laid dormant in the laboratory or test book.

The fact that an electric arc could not be maintained in a given magnetic field was known for years, yet thousands of dollars were wasted in building motor controllers before this knowledge was applied to the controller. We could not now do without the magnetic blow-out.

Can we make application of this to ourselves? In considering the personal element there is one phrase we have heard repeatedly—"such and such a thing is up to so and so." It is often used to shirk responsibility and cater to that instinctive desire to move along the path of least resistance. The phrase in its abused sense is the lazy man's friend.

If a proposition were put up to me, I should consider that it was up to me and no one else, irrespective of the number of people or departments involved—that it was strictly up to me to bring about a satisfactory conclusion in the shortest possible time. This method of side-stepping is a prime cause of delay, irritation, and expense in the transaction of business.

### Time for Recreation

Another not uncommon trouble is not getting quickly to the point, thru lack of comprehension that business is a serious matter, and that if properly attended to in this light, more time will be left for other matters of importance that might otherwise not get the attention warranted. If a man attends to his business as he should, he will have more time for needed recreation and enjoy it better.

There is another matter that should be well considered, as having a direct bearing on personal efficiency—conservation of health. Where do you live? How do you live? How do you spend your leisure time? Are you following as closely as you might the laws of hygiene that you are familiar with, but find excuses for observing only in part? Are you getting proper mental and physical rest and relaxation and pleasure? If a man is not doing all he can toward answering these questions in the best manner possible, he is reducing his efficiency, consequently not giving his best to the world, and cannot hope to receive the reward of health, happiness and prosperity in a measure that would otherwise be his.

### Co-operation to Fullest

No business can meet with its full measure of success without the hearty co-operation of its various department heads and the individuals of each separate department or division. The larger a company or system becomes, the greater the tendency of departments to draw away from each other and look only to their own welfare, forgetting that any assistance given another department is just as valuable to the company as tho the value of this assistance was to the credit of a particular department.

With a subject of this magnitude, it is obvious that in these brief remarks, it is only possible to touch on some of the fundamentals. My desire is merely to present a few thoughts based upon my experience that may serve as reminders, and possibly open up new avenues of thought, that may tend to assist us to be better prepared to meet the conditions imposed by a new Democracy.

*Note: Mr. Garrett is superintendent Albany Street Shops, Boston Elevated Railway Co. of Boston, Mass. The above article is a talk made before the Rotary Club of Boston.*

## Harvester Co. Industrial Council

THE plants of the International Harvester Company in the United States and Canada have adopted the "Harvester Industrial Council" plan submitted by the company to its employees, as a means of giving the employees a larger voice in the industry.

Action upon the plan was taken by the employees by secret ballot, all being eligible electors except foremen, assistant foremen and others with power of employment or discharge. No effort was made to stimulate voting or to urge the adoption of the plan and the employees were free to vote or not as they desired.

The total vote was a big surprise. There were 28,611 ballots cast by the 29,125 eligible electors present. Three of the plants voted against the plan; two of these, a week later, upon petition of the employees, took another vote and the result was a big majority in favor of the plan; it is expected that the third plant also will reverse its decision.

The plan is a progressive development of the company's industrial policy, which has heretofore led to the inauguration of the weekly pay system and the basic eight-hour day, and still earlier to voluntary adoption of a workmen's accident compensation plan antedating American legislation on that subject, as well as the Harvester pension plan, wholly supported by the company, under which 523 employees have been retired on pension; also the Employees' Benefit Association which has paid out in ten years more than \$3,000,000 to employees and their families.

The cornerstone of the plan is the Works Council, charged with the duty of considering and making recommendations to the management as to working conditions, health, safety, hours of labor, wages, recreation, education and other similar matters of mutual interest.

Equality of voting power between the representatives freely elected by the employees and those appointed by the management; the unit rule of voting in the Council; the right of all employees to present suggestions, requests or complaints; the assured independence of action of employee representatives; the right of employees to recall unsatisfactory representatives—these are among the guaranties that the Works Council shall fulfill its intended function with even handed justice.

As is made clear in the plan, before any suggestion, request or complaint is considered by the Works Council, it shall have been duly presented to the management. The secretary of the council is charged with the duty of learning whether this has been done, and if not he is to lay it forthwith before the management. In this way it is possible to avoid waste of the council's time upon matters which can be readily settled by the management.

Findings of the Works Council shall be transmitted to the superintendent for execution. If the matter is deemed of such importance as to require executive attention, the superintendent will refer it to the president of the company, who may instruct him to put it into operation or may either discuss and settle the matter with the Works Council or refer it to a General Council, summoned from all plants concerned, or by mutual consent may refer it to arbitration.

If the Works Council cannot agree, the question shall be referred direct to the president and if he is unable promptly to present a settlement

satisfactory to the employee representatives, he may either put it before a General Council or it may be referred, by mutual consent, to disinterested arbitration. Findings reached by a General Council or by arbitration shall be binding upon all concerned.

The company agrees to provide at its own expense suitable meeting places for Works Councils or sub-committees and to pay regular wages to employees absent from work as representatives or witnesses in Works Councils. It also undertakes to pay reasonable travel and maintenance expenses of employees serving on General Councils.

It is expressly provided that there shall be no discrimination under the plan against any employee because of race, sex, political or religious affiliations or membership in any labor or other organization.

The plan is subject to amendment by Works Councils and is terminable at any plant upon six months' notice from either the Works Council or the company's directors.

—From pamphlet issued by the International Harvester Company.

### I Am the Spirit of Service

I AM old but ever young.  
I was with the Wise men of the East on their Pilgrimage and I am with the Children at Play.

I have been with every crusade and remained after the Army of Occupation retired.

I go down into The Valley of The Shadow at every Birth and I close the Eyes of the Departed.

I Scale the Mountain Top, and the Deepest Mine finds me there.

I am the Heart of Science and the Deft Hand of the Surgeon.

The Wise seek me out and the Strong call unto me.

I know not Race, nor Creed, nor Caste, Rich or Poor, High or Low, but All are visited by me.

My Voice is in the Solitude of the Desert and the Hum of Industry hears my Lightest Whisper.

A Myriad of Chimneys speak my name in Columns of Smoke and Captains of Industry worship at my Shrine.

I give Strength to the Weak, and pay in Riches beyond Rubies those who speed my cause.

I am ever Present and no Hour or Place but is inhabited by me.

At every Sunrise a new Day is born and my Help is given Unstinted to Those who seek me.

I speak all Languages and Understand all Human Emotions.

I am a Father's steadfastness and the Hand-clasp of a friend.

I build Castles for the Imagination of Children to Play in, and the Calloused Hand of Toil when Used for me, becomes as Tender as a Mother's Love.

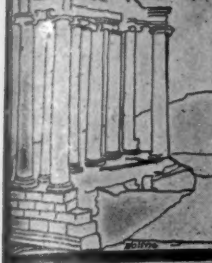
I am an ever present Aid to the Undaunted and Those who render Homage unto me are Blessed among Men.

Unto the Right Thinking I am Life's Choicest Gift and the Dying Hand clasps me to its Breast.

Pay Heed unto me, for I Am The Spirit Of Service.—Rowan Ray, Rotary Club of Peoria, Ill.; copyright, 1919.



# THE ROTARIAN'S OPEN FORUM



The columns of this department are open to the readers of the magazine for the discussion of questions of general interest or vital import. Raise new questions; agree or disagree with those already raised; put your thoughts into writing and send them to the editors; but please be brief, so that a larger number of contributors may be given the opportunity to be heard.



## The Prince Is Democratic

TO THE Editor: Your editorial referring to the Prince of Wales is so beside the facts, and does so great an injustice to a gentleman and a soldier, that it hurts us Rotarians in Canada who really know what kind of a man the Prince is. Further, how can Americans be happy if he is "surrounded by a mesh of etiquette" as you say?

No, friend Editor, give us facts, and facts only, and inasmuch as you do not seem to have them, let me give you a few:

The Prince of Wales is as democratic as any member in the Kansas or Oklahoma Rotary clubs. He is the easiest kind of a man to meet. Witness his shaking hands with everyone and anyone. It is a pity you have not met him, his clean democratic manliness would make you wish you could get him into either of the above clubs. Further, he is much easier to meet than most prominent people in the United States especially those high in social standing.

You may shudder when you know the real facts and realize how very far from the truth you were when you wrote this editorial.

—A. D. Thornton, President Rotary Club of Montreal, Que.

\* \* \*

We are pleased to have your letter telling us that we have done an injustice to a gentleman and a soldier, and that we have hurt you Rotarians in Canada. We are sorry to have hurt your feelings and sincerely apologize.

We did not intend to write anything that would be an injustice to the Prince of Wales, and we do not believe that we did so. You have not denied that "no one can be introduced to him, nor can he be introduced to any one unless the Prince has let it be known that such a procedure would be welcome," and that is the only statement in our editorial that seems to be, in the slightest degree, out of harmony with your estimate of the Prince of Wales.

However, we shall be pleased to publish in the next issue of THE ROTARIAN your letter, so that we may do full justice to the Prince of Wales and the Canadian Rotarians.—C. R. P.

\* \* \*

## Here Is Another Protest

I have read the September ROTARIAN and note the editorial re welcome to the Prince of Wales. I am an American citizen living in Canada and am a member of the Edmonton Rotary Club. I want to take exception to the information that you have gathered with regard to the ability of the Prince of Wales to mix. He was here for a couple of days and my final conclusions were that he would certainly make

## Little Tragedies of Golf

"What has happened, husband dear,  
Causing you to act so queer?  
What new tragedy or trial  
Robs me of your usual smile?  
Have the cares of business strife  
Dimmed the sunshine of your life,  
Or the market, as of yore,  
Caught you napping, dear, once more?"

"Does the cost of living, high,  
Wring from you that awful sigh,  
Or the thought of winter coal  
Bring new sorrow to your soul?  
Are you threatened with ill health,  
Loss of memory or wealth?  
Tell me, husband, tell me true,  
What on earth's gone wrong with you?"

Hubby, poor unhappy man,  
Carried on, as hubbies can;  
Kicking at the harmless cat  
Taking her accustomed nap,  
Flung himself about the room  
Registering morbid gloom;  
Then he muttered, as in pain,  
"Off my blinking drive again."  
—W. Hastings Webling,  
Rotary Club of Brantford, Ont.

a first-class Rotarian. He is one of the most democratic young fellows I have observed, is a good mixer, and does delight in receiving and turning loose good fellowship without any question of doubt.

Of course, there is a certain dignity and reserve that is necessary under certain conditions, yet when this lad is turned loose his experience in the trenches with the soldiers in France has taught him, or else it is absolutely natural with him, to be a good mixer. I saw this demonstrated on many occasions on his visit here. He drove out to the Country Club the last afternoon he was here, jumped out of his car and walked up and shook hands with a good many of the boys and started visiting with them. I happened to be one of the number and I know there was not any sign of snobbishness exhibited at any stage of his visit, and I am sure he would qualify for any Rotary Club, and there is not a club in the United States or any place else that is more democratic than ours.

I feel quite sure that the Prince will give a good account of himself as a mixer and extend good fellowship if he is given any opportunity to do so at all on his visit to the United States, and you will, in observing his actions, be able to change your views or opinion of what you

have already been told as stated in your editorial.—J. A. Brookbank, Rotary Club of Edmonton, Canada.

\* \* \*

Thank you for your letter of September 22. Our editorial was not written in any unkind spirit. We are glad to know that the Prince is turned loose as you say and gets the opportunity to show that he is a good mixer. We did have the idea that while he was making his official visit to Canada and the United States he would have to be very much on his dignity. We tried to express our belief that he would enjoy himself more if his royal title and position didn't circumscribe his actions.—C. R. P.

\* \* \*

## And a Third

Your September issue, clothed in a royal and beautiful cover, contains a rotten editorial comment on the Prince of Wales' visit to Canada. I am staggered and must protest that a man of your calibre, and as a Rotarian, should so unkindly comment on something or someone you know nothing at all about.

God forbid you Americans should be deprived of the privilege of seeing and meeting a real Prince. And when you do, you will be surely reminded that there is a real reason why we loyal Canadians and Britishers are loyal.

Read this clipping also and write another—an apology this time.—M. Esdale, Rotary Club of Edmonton, Canada.

\* \* \*

Our editorial on the Prince of Wales was not written in a spirit of unkindly comment, but quite the reverse. If you will read it again, I think you will see that the writer really thinks highly of the Prince, but believes he might enjoy himself more if traveling incognito.—C. R. P.

—(R)—

## An Employe Rotary Club

MAY a would-be Rotarian who is no nearer membership than wife to a member, be so presumptuous as to make a suggestion? I have just read in your convention issue the report of your Committee on Relations Between Employer and Employee, and note particularly the recommendation contained therein. As your chairman states, the more study the subject received the more complex the matter became. Is it not because Rotary, perhaps subconsciously, recognizes the fact that it is trying to study the employees' side of this problem while looking at the subject thru the eyes of the employer?

Why not carry Rotary a step forward from its present development and start a "club within a business" just as it can now be started in a community? Instead of having a doctor, banker, at-

torney, and a minister, one started within an automobile manufacturing company for instance, could have a representative from the office department, one from sales, engineering, education, Americanization, and from all different departments covering labor.

In this way the employed classes could have the broadening benefits of Rotary from the inside. Why not let Rotary teach the employe direct that **HE PROFITS MOST WHO SERVES THE BEST**, just as it is impressing it on the minds of employers and professional men everywhere?

The one thing which seems verging on unfairness in Rotary as it is today has been that many, many men of the employed class such as the ones I have named, and who are outstanding men in their line and representative of it, cannot get the benefit of membership because this privilege is given to one of the heads of the business, while he, just as much the expert in his trade as the man for whom he works is ahead of others in his business, is provided no place in this great organization.

Let Rotary recognize the fact that the employe is an *actual* part of our great problem by making a place for him and his fellows, whereby they can meet together with others having their interests and help to work out the best way to handle these perplexing conditions.

—Mrs. R. E. Cone, Huron, South Dakota.

### Managing the People

**H**ARRY LAUDER, Rotarian, hates to be "managed." Woe to any entertainment chairman who says: "Now, Mr. Lauder, we have arranged a little program for this afternoon and you are to speak." To such an announcement the Scotchman is very liable to answer ominously, "Oh—I am, am I? I'm na' so sure aboot that."

The Rotary club in one of Michigan's leading cities was very anxious to secure the famous Scotch member to lead their meeting when he was giving a program in the town, just before leaving on his trip to Australia. Knowing the difficulty of handling Mr. Lauder, there was much discussion as to how he was to be approacht. The business of getting him to the meeting was finally put in the hands of one Rotarian who had at one time managed a circus and felt that "management" was right in his line. He brought Harry to the banquet room where the meeting was being held and announced to the audience:

"Well, Harry thought he would take a look at you all. If he likes your looks he may take charge of the meeting, altho I doubt it. If he doesn't like your looks he probably won't have anything to do with you. It's just as he feels about it."

Lauder deliberately drew his pipe out of his mouth and surveyed the crowd.

"I'll take charge," he observed, and forthwith gave them such a program as they rarely had, and thereafter the gentleman who had so canily "managed" the beloved Scotch Rotarian held to his point that there was nothing like managing circuses for teaching one to manage people.

The American Red Cross is having to use this same kind of tactics in dealing with people in certain parts of Europe, so that they will obey without knowing they are being managed. While the Red Cross workers may have had no experience in handling circus troupes they are succeeding fairly well in their attempts to teach cer-

### When the Old Flag Floats on the Breeze

When the Old Flag floats on the breeze,  
In the homeland or on the seas,  
How the heart will leap and the eye will flash,  
And the cheers burst forth like the thunder's crash!  
For we love each stripe and we love each star,  
And we'll follow the Flag, be it near or far!  
Then it's three times three  
For the Land of the Free,  
When the Old Flag floats on the breeze!

When the Old Flag floats on the breeze,  
Every true-blue patriot sees  
In its colors the blood of his martyred sires  
And the flame of his Country's altar fires,  
With the pure white light from the throne of Love,  
And the stars that gleam from the blue above;  
Then it's three times three  
For the Land of the Free,  
When the Old Flag floats on the breeze!

When the Old Flag floats on the breeze,  
We'll defy every tyrant's decrees!  
We are Freemen all, whether great or small,  
For the Flag will guard and protect us all!  
It will never float in polluted air,  
For it's Freedom's emblem everywhere!  
Then it's three times three  
For the Land of the Free,  
When the Old Flag floats on the breeze!

When the Old Flag floats on the breeze,  
Let the blood of the craven freeze!  
May the traitor's hand in palsy fall!  
May the foreign hates turn to friendship all!  
For the Old Flag stands for the human race,  
And Oppression shall to Right give place!  
Then it's three times three  
For the Land of the Free,  
When the Old Flag floats on the breeze!  
—William Anwyll Jones, Rotary Club, La Crosse, Wis.

tain necessary hygienic rules in such a manner that their pupils will not think they are being "bossed."

For this very work a detachment of American Red Cross nurses arrived in Warsaw, Poland, recently. The nurses are to act cooperatively with the Polish health authorities in teaching American health methods in Poland, so that the natives will learn without resenting "being managed."

Poland is reeking with disease—typhus being epidemic. The checking of the contagious diseases which are raging abroad is considered one of the most important duties of the relief workers for there is a probability of the germs being brought to America if their ravages are not stopt. Poland is the hotbed for these epidemics, for it is the pathway for all kinds of peoples re-

turning from Russia or passing from Germany to Russia.

Since the pillaging of the enemy troops, the people have been miserably housed, clothed in filthy rags, and every inducement offered to the development of deadly germs. A clean-up program has been inaugurated and the Americans are playing a leading part in these activities. Supplies, such as soap and powder, have helped in the sanitizing process and these have been shipped over in great quantities by the Red Cross, along with the necessary boxes of food and clothing.

In the health program the main task is to inculcate ideas of cleanliness, so that the people will be in a better position to withstand disease after their monitors have left them to fend for themselves. Sometimes a relief worker finds some refractory peasant who puts his foot down with absolute finality when it comes to being managed, whether it is for his own good or not. Then the visitor has to change his tactics and use the subtle methods of the Michigan Rotarian, and instead of saying, "Now, take this soap and hereafter give the children a bath every day," he says something like this:

"Here is a beautiful cake of soap which you may have. Its the kind all of your neighbors are using to bathe their children every day. I thought you might like to have it around and if you feel like it use it on the children—just as you like."

And the resisting party, finding that there isn't apparently any set rule to resent after all, has no particular reason left for opposing the plan of the health committee. After all it is a nice cake of soap. And—the children are bathed!

### Poisonous Dreaming

**T**HE world is emphasizing as never before the necessity for wholesome ideals. They must not be ideals gone to seed nor poisonous plants masquerading as flowers.

In the April (1918) number of THE ROTARIAN we had a shining example of poisonous dreaming, or something worse, in the article by Lincoln Steffins on Russia's present turmoil and its influence on the other nations. I do not criticize the publication of the article in that most excellent magazine, THE ROTARIAN—how else would we know of the dangerous propaganda constantly at work. But it reminds us as citizens and Rotarians that while the war has added new tasks we must not forget the old duties. We must support every institution that tends to keep us sane and practical.

Surely we cannot afford to admit the Steffins brand of ideals—a brand that translates the cowardly betrayal by Russia of the nations who went to its assistance as "the beginning of an international mind."

It simply means that he and his kind look forward to the same chaos in America that now prevails in Russia; that Lincoln Steffins and all like him, who justified the murderous Hun-like violence of the McNamaras as a protest—are distributing subtle poison. A protest against what? Protection to life, liberty, property rights, and all of the pillars that uphold civilization?

Let us not be misled—the Bolshevik doctrine is as dangerous when flowing from the pens of the Steffins as when brawling from the mouths of the Lenines and the Trotskys. For that reason we

(Continued on page 267)





# THE VISION OF ROTARY

He Profits Most who Serves Best

## A New Style

I WANT to talk of a new style, the style of speaking well of the other fellow.

For instance, two Big Town men meet and during the conversation Brown's name is mentioned.

"Do you happen to know Brown?"

"Do I know Brown! Well, I should say I do. He's one of the finest fellows that ever walkt in shoe leather."

Then they vie with one another trying to dig up all the good points they know about Brown. Neither one speaks of Brown's shortcomings.

Now take the talkfest of two typical dyed in the wool Small Town men. Smith's name is mentioned. Let's suppose Smith is a strictly high-class man above reproach and without a blemish.

"Do you know Smith? Rather good sort, isn't he?"

"Well, yes—but I used to know his grandfather and he was one of the tightest wads that ever drew breath." Or—"Yes, but he sure does like his little nip once in a while."

As yet the average Small Town man has not acquired the art of omitting these butts and filling in the gap by real or imaginary good points.

Let us see if we cannot make a class A man out of Class C material. By constant and persistent application of this good fellow talk, Jones hears himself spoken of on all sides as the real thing. We've placed Jones on a class A pedestal and he simply must live up to the new role.

On the other hand did you ever hear of anyone or did you ever know anyone who did hear or read of anyone who ever gained any advantage or profited in any shape or manner by speaking ill of his fellowman?

To my way of thinking, one of the foundation stones of Rotary is thinking and speaking well of people. Let those of us who haven't adopted this code begin today and those who have sparingly used it in the past become spendthrifts with this perfectly good specie.  
—Frank Stein, Rotary Club of Oshkosh, Wis.

—R—

## A Charge to a New Member

FOR purposes of clearness and brevity we will take the letters that spell the word "Rotary," and let each one stand for some obligation imposed, or for some benefit conferred, by membership in the club.

*The vision of Rotary is as many sided as there are Rotarians. In this department appear the thoughts of different Rotarians concerning Rotary in its many aspects and in its application to the affairs of everyday life. Each article is published as the opinion of the writer and without approval or disapproval by the magazine or by the officers of International Rotary.*

## Friendship

The Fates one day, with gracious mind  
And generous impulse, were inclined  
To give to human kind a rare  
And precious gift, beyond compare.  
They searched thru treasures ages old,  
Thru stores of jewels, silver, gold;  
Naught deemed they meet to send.  
With toilsome quest o'er all the earth,  
Found they a boon of lasting worth,  
And gave us you,—a friend.

—Alice M. Mulholland,  
Waterville, Ohio.

gation imposed, or for some benefit conferred, by membership in the club.

R stands for Responsibility. Rotary expects that you, as a man of honor, as an Albanian, and as an American, will respond, to the fullness of your ability, to the call to serve the highest interests of the club, the city, and the country.

O stands for Opportunity. Rotary affords unique opportunity for fellowship and friendship with men of earnest mind who are ambitious to foster the spirit of unselfish service; to establish business on sound ethical foundations, as well as build it up according to approved standards of efficiency; who believe that a city's best asset and advertisement lie in the effectiveness of the agencies which promote the health and education, the prosperity and happiness of all its citizens.

T stands for Trust. From today you become a trustee to safeguard and to enhance the value of the fair name and reputation which Rotary has already won as a sane and serviceable society of progressive men.

A stands for Attendance. If you would be established in the principles of Rotary, and possess by the spirit of Rotary, attendance upon the weekly gatherings is a primary essential.

Your appreciation of membership will appear in your degree of regularity.

R stands for Reward. Rotary does not require the fulfillment of obligations without recompense. HE PROFITS MOST WHO SERVES BEST. According to your investment of self and service will be your returns in the joys of congenial companionship and in those fine satisfactions which come to the heart of a man who is faithful in his sphere.

Y stands for Youthfulness of Spirit. I know of no influence so effective as Rotary in preserving the spirit of youth in the hearts of mature men. It is not the effervescent enthusiasm of the inexperienced. It is the cheerful, sober optimism of men who have been in the thick of things, who have grappled with difficulties and wrestled with problems, and won a measure of success; who feel that the world is a good place to live and work in, who refuse to despair of themselves, of the country, or of their race, who face the future with the cry of Browning's Rabbi Ben Ezra upon their lips:

"Grow old along with me  
The best is yet to be."

If these things be in you and abound, then you will acquit yourself as a ROTARIAN needing not to be ashamed. We bid you cordial welcome.

—J. Addison Jones; words spoken to a new member of the Albany (N. Y.) Rotary Club.

—R—

## The Track of the Wheel

MUCH has been said and written of our Rotary wheel, symbolizing in its hub International Rotary, its spokes the individual clubs. Or again the Wheel symbolizes the local club, the spokes the individual members.

Now what is expected of a wheel? It is not built for an ornament, but for service. It must not be stationary, but must revolve, transmitting power, carrying a load. Let us look at the wheel as one that progresses, leaving a track.

We who are privileged to be in Rotary know what is done and how it is done; we know that our motives are not selfish, that our motto is service. But how may the outsider judge of us? Just what kind of a track will be left is determined by the character of the wheel.

So we see that the lives and actions of the individual members give character to the club, of which the wheel is the symbol. Just as each

individual measures up to his responsibility in keeping the club strong and pure of purpose, so will the track made by the wheel be clean and straight.

Therefore that we ourselves may learn, that we may grow and be of greater service, let us "see ourselves as others see us." Let us follow a little way in our own track and examine it carefully. One who follows may some day have to lead, so let us learn from our own track what is good and what to avoid. Let us read the straight clear cut track of Rotary of today.

It is made by a good wheel, steady, with fully inflated tire, and shows strong handed, clear headed driving.

Notice that we are following a track and not a rut. The difference is important. The track shows initiative, originality, the readiness to assume responsibility. The rut is but the worn-out track of another, dangerous to get into and difficult to get out of.

We follow the track and come suddenly to a break in the straight outline, a puncture, soon mended. The tire had to be changed, causing delay, but as soon as the difficulty was overcome, the driver had gone on again, having had a lesson in patience and watchfulness. So the business man may profit by his mistakes and gain by his larger experience.

We come to an obstacle. We see that the wheel has stopt, backed up, and gone on again, and we feel admiration for one who has the strength and power to surmount it.

Here the wheel has turned and in following we find that it was to give aid to a fellow traveler. This is the true Rotarian giving service, helping a friend or neighbor.

The track goes on and we wonder where it will lead. It has taken us thru sand, the dragging detail of business; thru mud, when there was a tendency to slip and the cogs—the non-skid grip—kept the wheel going; up hill, ever onward and upward. And now we can see the goal, the smooth reliable road called success; success as a business man, success as a friend, success as a man.

Rotarians, let us leave a track that "he who runs may read."

—A. R. Capron, Rotary Club of Lincoln, Nebr.

### Rotary Is

R—otary is the new found square and measure

O—f thought and word and deed;

T—he progressive rule of work and pleasure

A—mong men of every creed;

R—adiating fellowship, happiness, content, Y—earnings—but for higher ideals and intent.

I—mpatient only to serve a friend;

S—ure that in Service you can forfend.

L—oss of everything, save self respect—

O—nly God that loss can retrieve!

V—otaries of every cult and creed; believe

E—ach profits most who best shall serve.

—Walter P. Corbett, Rotary Club of Jacksonville, Fla.

## True Living

THE fellowship of Rotary is like the gaining of happiness. It is the revelation of the depths of the inner life. It consists not in having, but in being, not in possessing, but in enjoying. Happiness is the aroma of a life lived in harmony with high ideals and many of those ideals can be gained only thru Rotary.

Man is the creation of his own happiness. He may be dependent on others for what he has, but what he rests with himself alone. What he obtains in life is but acquisition, but what he attains is growth.

True Rotary appears to me as coming from the attainment of a high standard of living. It can never be made by the individual for himself only. It is one of the incidental results of an unselfish life. Rotary creates for me a love for something outside of myself. It creates the dedication of individual life to the service of others, to some noble mission, to the realization of some unselfish ideal.

The man who is unselfish, kind, helpful, ready to lighten the burdens of those around him, to forget himself in remembering others is on the road to attain the ideal Rotary spirit.

You can buy pleasure, acquire content, become satisfied, but an active membership in Rotary is the accompaniment of true living.

—Walter F. Brown, Rotary Club of Troy, N. Y.; teacher of vocational training at Central School.

## On Misunderstanding

AN overwhelming percentage of the trouble in this world is directly traceable to misunderstanding. It has been responsible for business disaster, domestic upheavals—even crime. Misunderstanding is of two varieties—the deliberate and the inadvertent. Strange to say, the latter sort is more dangerous.

Misunderstanding has a twin. It is Jump-at-Conclusions. Between the two of them an honest motive hasn't a chance on earth to survive. Jumping at conclusions has gotten to be the chief form of sport—both in and outdoor—of the American people. Everything is speeded up in this country. People do not wait to hear explanations and detailed arguments. They catch a few facts, on the fly, and instantly jump at a conclusion which, nine times out of ten, is wrong and unfair to the other fellow.

Tales of one's business competitors reach the ear, colored like an October sunset. They are nothing but rumors—yet the average man accepts them as gospel—and sends them on their way with a few high lights added from his own imagination.

Rotary has done more to correct this condition, in business, than any other organization. There are five hundred members in the New York Rotary Club. A luncheon is held once a week and a dinner once a month. At these gatherings the five hundred men who are members of the club go a long way toward eliminating misunderstanding.

The underlying motive of Rotary is to understand the other man's business, his methods, his results. To take warning from his mistakes and profit by his wisdom. It is a business clearing house.

Likewise, Rotary is spreading the motive in outside circles. Formerly when a club or body

## A Man Owes His Club

THE first thing that a man owes to his club is to get himself into the swing; to become himself as speedily as possible a true Rotarian. The other day I shook hands with a man, welcoming him as a new member. To my astonishment he said, "Oh, yes, I was elected two or three months ago, but this is the first time I had a chance to come to a luncheon." That man mist the target a mile. He didn't know what Rotary meant. He never will know until he gets near enough and comes often enough to give vaccinations a chance to "take." The next duty a man owes to his club is regular attendance. It doesn't make any difference how much you value membership if it doesn't have the effect of keeping you in weekly touch with it. Some members are like some secret society men I have known; they go often enough to entitle them to wear insignia, and that's all.—James F. Finlay, Chattanooga, Tennessee, Third Vice-President of International Rotary.

of men took up a philanthropic work they made it a private affair. Rotary has taken up Boys' Work. It is going to elevate the morale of the New York boy who is underprivileged—and make him a loyal, sane, and happy citizen. But it is not a private affair, even tho the Rotary Club of New York is financing all the propaganda work.

So that there shall be no misunderstanding or jumping at conclusions, the New York Rotary Club has invited the co-operation of all clubs and organizations of high standing. If you are interested in giving handicapped boys a chance, do not misunderstand Rotary's motive.—Editorial in New York Times.

## The Purpose of Rotary

ROTARY has a purpose, and when we recall its meagre and apparently accidental beginning and compare that with its accomplishments as reflected in the Rotary activities of today we are forced to the conclusion that the principles of Rotary constitute a "living force" in the world and that its purpose is of existence prior to Rotary itself.

When Paul Harris and a few associates began to grasp and unfold the principles of Rotary they little dreamed of the vastness of the great sea on which they were embarking. So I say Paul Harris is a man of destiny, for "a great man is never an accident, but a well directed shuttle in the loom of time, weaving the wool of history."

It is fitting to define Rotary, or rather to explain it, for we cannot define it.

In our boyhood days, prior to the advent of the automobile and the movies, there were two great educational agencies that appealed to the heart of every boy and every girl. One of these revealed the mysteries of this world and the other the mysteries of the world to come. One amused and entertained, the other elevated and edified. One was the circus, the other was the camp meeting.

I know no better way to describe Rotary to  
(Continued on page 270)



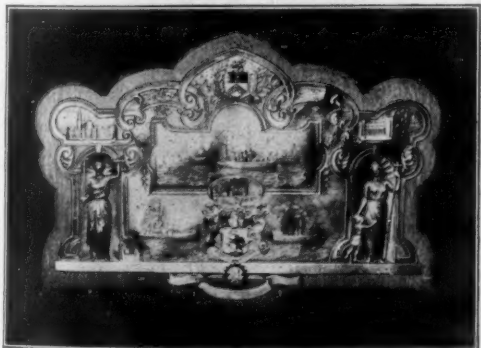
# News of the Rotary Clubs



Bill James, prominent Rotarian of Pottstown, Pa., and his three-year-old daughter, Ruth, who are aviation fans. Recently when two U. S. Government birdmen visited Pottstown, Bill was the first man to accept an offer of a flight, and little Ruth decided she wanted to "ride in the air like a bird," so she went up with her dad. They say Bill now is trying to swap his Ford for an airplane. He is sales manager of the Philadelphia Suburban Gas and Electric Company.



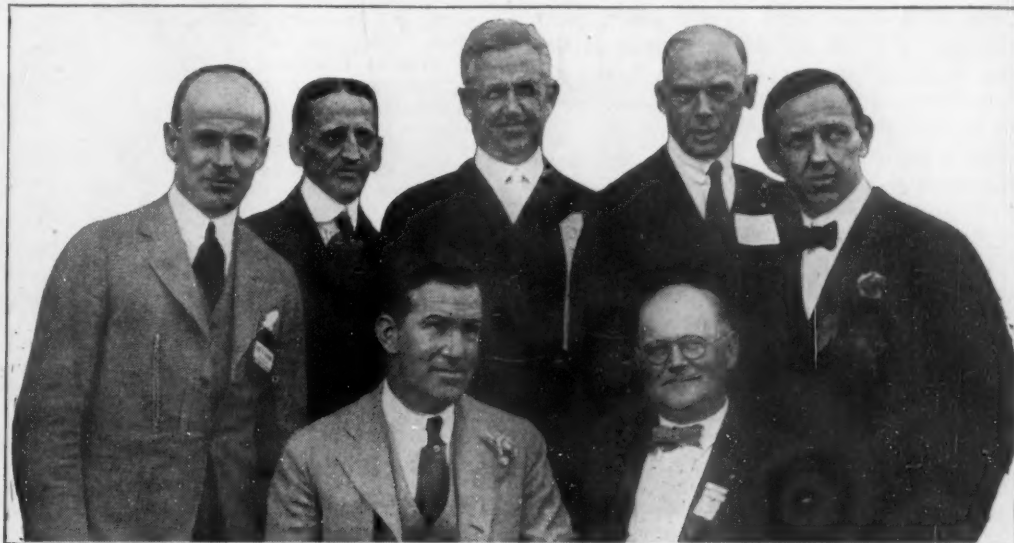
President A. J. Wentzel of the Superior (Wis.) Rotary Club preparing for flight in airplane at Tri-State Fair on Wisconsin Day when Rotarians had charge of the program. Wentzel is buttoning his leather jacket.



Silver shield presented to H. M. S. "Cardiff" by the Rotary Club of Cardiff, Wales. It is a very handsome specimen of the silversmith's art. The large central panel depicts H. M. S. "Cardiff" leading the German fleet into captivity in bold repousse work, while underneath, reproductions of a dreadnought and a tramp steamer appear in separate panels. The City Hall and Law Courts are shown in relief in the left and right hand corners respectively, and the entrance to the Cardiff docks below the central panel. The alcoves on either side, containing beautifully modeled emblematical figures of Justice and Mercy, are unique features of the design. The daffodil, leek and Tudor rose are introduced, while a laurel wreath surrounds the exquisitely enameled crest of H. M. S. "Cardiff" at the top of the shield. The full blazon of the Cardiff arms enameled in rich heraldic coloring is shown at the bottom, and underneath this is the enameled badge of the Rotary Club of Cardiff. The shield was designed and executed by Messrs. T. W. Long & Co.

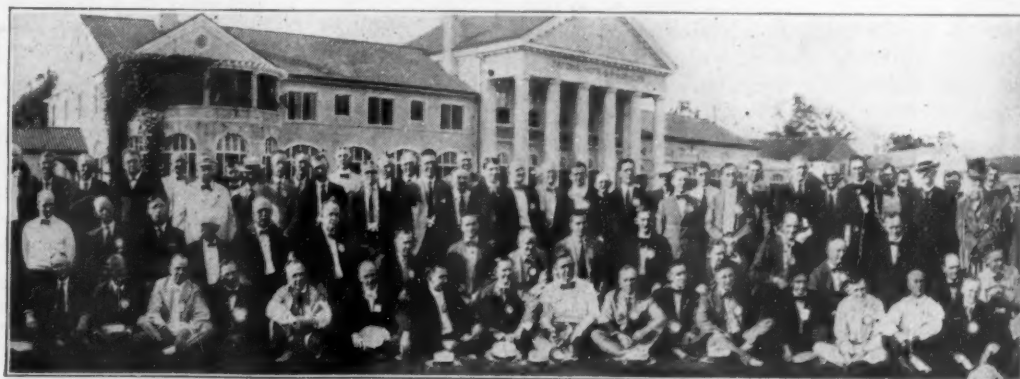


Kiddies from the Children's Home of Reading, Pa., were given an afternoon's fun by the Rotary Club. First they had an auto ride and then they were taken to a park and given eats, and favors of different sorts.



Indiana Rotarians had a jubilee meeting in Indianapolis during September in honor of First Vice-President John Napier Dyer. Here are some of the Rotarians who had a prominent part in preparing and carrying out plans for the meeting. Standing, from left to right: Arch V. Grossman, Secretary Indianapolis Rotary; Frank H. Hatfield, President Evansville Rotary; E. Dwight Johnson, President Connersville Rotary; Governor Jim Craig (Chicago) of the Illinois District; Governor Charley Watkins (Muncie) of Indiana District. Seated, from left to right: Vice-President Dyer of Vincennes and President Frank Shepard of Indianapolis Rotary.

Nearly 600 Rotarians from the Indiana clubs sat down at the luncheon. President Frank R. Shepard of the Indianapolis club, presided. The meeting was marked by many high class musical and feature numbers, in addition to several good talks. District Governor Watkins suggested an industrial armistice of six months as the great immediate need of the times. Dyer's talk on Rotary was the big event of the meeting.



Part of the Rotarians gathered at a very successful meeting of the Lynchburg and Roanoke (Virginia) Rotary Clubs, which was held in the interest of good roads. The meeting was held at the National Home of the Elks at Bedford, Va.

## Rotary en El Istmo

Dejando cinco bien establecidos Rotary clubs en Cuba, Rotary cruza el Caribe y pasa al Istmo de Panamá.

El once de junio del presente año el entonces Delegado Especial de Rotary para la América Latina, don Federico Alfonso Pezet, actual Embajador del Perú en Washington, holló tierra panameña en su misión de organizar Rotary clubs y, un mes más tarde anunció por cable a las oficinas centrales de International Rotary la formación del Rotary club de Panamá City con veinte hombres, cabezas de los principales establecimientos mercantiles y profesionales de la ciudad.

Hoy, anunciamos oficialmente a nuestros lectores y coasociados la afiliación del nuevo club a nuestra organización y con gusto especial presentamos, gráficamente, el joven y simpático secretario del club panameño, don Rodrigo de la Guardia, sintiendo no poder presentar en la misma forma el presidente don Harmodio Arias y demás miembros del club.

Alégranos saber que el señor don Rodrigo de la Guardia se encuentra actualmente en New York donde lo detendrán algunos días negocios personales y donde visitará los rotarios de New York antes de salir para Chicago, a donde, si le es posible, vendrá a visitar las oficinas centrales de la International Association.

Sea enhorabuena la incorporación del nuevo club en la gran familia rotariana y recibámoslo como un nuevo faro más que viene a orientarnos en el camino que conduce a lo que Rotary busca y es: "EL MEJOR ENTENDIMIENTO ENTRE LOS HOMBRES DE TODOS LOS PAÍSES."

(Following is a free translation into English) . .

### Rotary in the Isthmus

Having five successful clubs in Cuba, Rotary has crossed the Caribbean to the Isthmus of Panamá.

The eleventh of June of this year, don Federico Alfonso Pezet, now the ambassador from Peru to Washington, then special delegate from Rotary to Latin America, set foot on Panaman soil in his mission as organizer of Rotary clubs. And, a month later, he announced by cable to International Headquarters the organization of the Rotary Club of Panama City, with twenty members, heads of the principal mercantile and professional establishments of the city.

Now we announce the affiliation of the new club with our organization. With special pleasure we present the young and agreeable secretary of the Panaman club, don Rodrigo de la Guardia, regretting that we cannot present in the same manner, the president, don Harmodio Arias, and the other members.

Rodrigo is now in New York on personal business, where he will visit the Rotarians before leaving for Chicago. In Chicago he will come to visit the offices of the Headquarters of the International Association.

We welcome the new club into the great Rotary family, and receive it as another beacon to light us on the way to the goal which Rotary seeks—a better understanding between the peoples of every country.

THE ROTARIAN

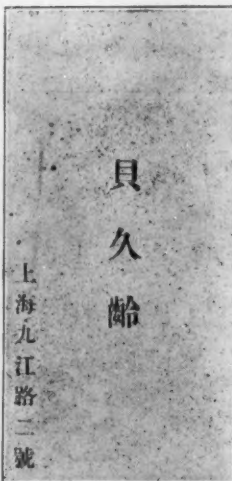


Rodrigo de la Guardia  
Secretary  
Rotary Club of Panama  
City

THIS IS THE PROFESSIONAL CARD OF DR. JULIAN PETIT, PRESIDENT OF THE ROTARY CLUB OF SHANGHAI, CHINA. ONE SIDE OF THE CARD IS IN ENGLISH, THE OTHER SIDE IS IN CHINESE. THE CHINESE CARD AS SHOWN IN THE ILLUSTRATION IS TO BE READ FROM TOP TO BOTTOM AND FROM RIGHT TO LEFT. THE FIRST ROW OF CHINESE CHARACTERS (IN THE CENTER OF THE CARD) IS DR. PETIT'S NAME AND TITLE. THE OTHER ROW, IN THE LOWER LEFT HAND CORNER, IS HIS ADDRESS—2A KIUKANG ROAD.



President  
Dr. Julian Petit  
Rotary Club of Shanghai,  
China  
and his Professional Card  
in Chinese



### Shanghai Rotary Club

The Rotary Club of Shanghai, China, has been affiliated as a member of the International Association, as club No. 545. The president of the new club in the Orient is Dr. Julian Petit (surgeon). The other officers are: Vice-president, A. B. Rosenfeld, cotton merchant; treasurer, R. Buchan, manager of the Asia Banking Corporation; secretary, George L. Treadwell, acting manager of the Chinese-American Publishing Co.

The Shanghai club was organized by Rotarian Roger D. Pinneo of Seattle, Wash., manager of the foreign department of The Admiral Line, Pacific Steamship Company, when he visited China on a business trip. There is a membership of 37, practically all of them being American business men in Shanghai, and all are enthusiastic.

Considerable time was given to the question of taking in members from the Chinese business men, but the decision was that for the first year—until Rotary should become well established and its principles better understood—it would be best to confine the membership to Americans and British.

ROTARIAN FRED C. BROWN OF PEORIA, ILLINOIS, professor of physical education at Bradley Polytechnic Institute, served in France as athletic director with the Y. M. C. A. His good work brought him various posts of responsibility from

divisional director to general field supervisor, and his last duty was to act as technical advisor of the Competitions Section of the Inter-Allied Games.

HENRY F. KING OF THE ROTARY CLUB OF Boston stopt at International Headquarters recently on his way back home from a month's trip with Mrs. King in celebration of their golden wedding anniversary. Henry looks like he was about 60 or 65, acts like he was about 40, and is 74 by the calendar. While in Sioux City, Iowa, Henry wrote the following song and dedicated it to the Sioux City Club:

### The Golden Rule

Tune: *Battle Hymn of the Republic*.  
In my mind I see a vision coming beautiful and true,  
The Golden Rule, by Rotary, kept evermore in view,  
The rule of life beneficent, the best for me and you,

As the world is marching on.

#### Chorus

Glory, glory, hallelujah,  
Glory, glory, hallelujah,  
Glory, glory, hallelujah,  
As we go marching on.

Let SERVICE be our watchword, and our motto be the test—  
"He profits most of all who serves his fellow-man the best."  
Do right by all and you will find by all you will be blest,

As the world is marching on.

#### Chorus

So sing the praise of Rotary wherever we may be,  
Till all the world shall join the song o'er every land and sea,  
For Rotary will always help to make all people free,

As the world is marching on.

#### Chorus

### International Committee on Business Methods

B. F. HARRIS.....Champaign, Ill.  
STUART H. LEES.....Hamilton, Ont.  
A. L. FARMER.....Tulsa, Okla.  
JAMES LYNCH.....San Francisco, Calif.  
PAUL W. BOHN.....Matanzas, Cuba

MANY ROTARIANS WILL REGRET TO LEARN OF the accidental death, while hunting, of Rotarian Bob Krakauer of El Paso, Texas. Bob was a staunch Rotarian and had been president of his club. He had attended several International Conventions.

### Special Committee on Classifications

KENDALL WEISIGER of Atlanta, Ga., has been appointed chairman of the special Committee on Classifications, suggested at the recent meeting of the "International Council," to study out and report to the International Board of Directors plans for the standardization of Rotary classifications.

EIGHTEEN ALIASES IS THE RECORD OF ONE Rotarian. Roscoe Gilmore Stott, writer and Red-  
(Continued on page 246)



# How I Improved My Memory In One Evening

## The Amazing Experience of Victor Jones

**"O**F course I place you! Mr. Addison Sims of Seattle.

"If I remember correctly—and I do remember correctly—Mr. Burroughs, the lumberman, introduced me to you at the luncheon of the Seattle Rotary Club three years ago in May. This is a pleasure indeed! I haven't laid eyes on you since that day. How is the grain business? And how did that amalgamation work out?"

The assurance of this speaker—in the crowded corridor of the Hotel McAlpin—compelled me to turn and look at him, though I must say it is not my usual habit to "listen in" even in a hotel lobby.

"He is David M. Roth, the most famous memory expert in the United States," said my friend Kennedy, answering my question before I could get it out. "He will show you a lot more wonderful things than that, before the evening is over."

And he did.

As we went into the banquet room the toastmaster was introducing a long line of the guests to Mr. Roth. I got in line and when it came my turn, Mr. Roth asked, "What are your initials, Mr. Jones, and your business connection and telephone number?" "Why he asked this, I learned later, when he picked out from the crowd the 60 men he had met two hours before and called each by name without a mistake. What is more, he named each man's business and telephone number, for good measure.

I won't tell you all the other amazing things this man did except to tell how he called back, without a minute's hesitation, long lists of numbers, bank clearings, prices, lot numbers, parcel post rates and anything else the guests gave him in rapid order.

When I met Mr. Roth—which you may be sure I did the first chance I got—he rather bowled me over by saying, in his quiet, modest way:

"There is nothing miraculous about my remembering anything I want to remember, whether it be names, faces, figures, facts, or something I have read in a magazine.

"You can do this just as easy as I do. Anyone with an average mind can learn quickly to do exactly the same things which seem so miraculous when I do them.

"My own memory," continued Mr. Roth, "was originally very faulty. Yes it was—a really poor memory. On meeting a man I would lose his name in thirty seconds, while now there are probably 10,000 men and women in the United States, many of whom I have met but once, whose names I can call instantly on meeting them."

"That is all right for you, Mr. Roth," I interrupted, "you have given years to it. But how about me?"

"Mr. Jones," he replied, "I can teach you the secret of a good memory in one evening. This is not a guess, because I have done it with thousands of pupils. In the first of seven simple lessons which I have prepared for home study, I show you the basic principle of my whole system and you will find it—not hard work as you might fear—but just like playing a fascinating game. I will prove it to you."

He didn't have to prove it. His course did; I got it the very next day from his publishers, the Independent Corporation.

When I tackled the first lesson, I suppose I was the most surprised man in forty-eight states to find that I had learned in about one hour—how to

I have become a good conversationalist—and I used to be as silent as a sphinx when I got into a crowd of people who knew things.

Now I can call up like a flash of lightning most any fact I want right at the instant I need it most. I used to think a "hair trigger" memory belonged only to the prodigy and genius. Now I see that every man of us has that kind of a memory if he only knows how to make it work right.

I tell you it is a wonderful thing, after groping around in the dark for so many years to be able to switch the big searchlight on your mind and see instantly everything you want to remember.

This Roth Course will do wonders in your office.

Since we took it up you never hear anyone in our office say "I guess" or "I think it was about so much" or "I forgot that right now" or "I can't remember" or "I must look up his name." Now they are right there with the answer—like a shot.

Have you ever heard of "Multigraph" Smith? Real name H. Q. Smith, Division Manager of the Multigraph Sales Company, Ltd., in Montreal. Here is just a bit from a letter of his that I saw last week:

"Here is the whole thing in a nutshell: Mr. Roth has a most remarkable Memory Course. It is simple, and easy as falling off a log. Yet with one hour a day of practice, anyone—I don't care who he is—can improve his Memory 100% in a week and 1,000% in six months."

My advice to you is don't wait another minute. Send to Independent Corporation for Mr. Roth's amazing course and see what a wonderful memory you have got. Your dividends in increased power will be enormous.

VICTOR JONES.

While Mr. Jones has chosen the story form for this account of his experience and that of others with the Roth Memory Course, he has used only facts that are known personally to the President of the Independent Corporation, who hereby verifies the accuracy of Mr. Jones' story in all its particulars.

### Send No Money

So confident is the Independent Corporation, the publishers of the Roth Memory Course, that once you have an opportunity to see in your own home how easy it is to double, yes, triple your memory power in a few short hours, that they are willing to send the course on free examinations.

Don't send any money. Merely mail the coupon or write a letter and the complete course will be sent, all charges prepaid, at once. If you are not entirely satisfied send it back any time within five days after you receive it and you will owe nothing.

On the other hand, if you are as pleased as are the thousands of other men and women who have used the course send only \$5 in full payment. You take no risk and you have everything to gain, so mail the coupon now before this remarkable offer is withdrawn.

### FREE EXAMINATION COUPON

### Independent Corporation

Publishers of The Independent Weekly  
Dept. R3211, 119 West 40th Street, New York

Please send me the Roth Memory course of seven lessons. I will either remail the course to you within five days after its receipt or send you \$5 in full payment of the course.

Name .....

Address .....

..... ROTARIAN—11-19.



"Of Course I Place You! Mr. Addison Sims of Seattle"

remember a list of one hundred words so that I could call them off forward and back without a single mistake.

That first lesson stuck. And so did the other six. Read this letter from Terence J. McManus, of the firm of Olcott, Bonyng, McManus & Ernst, Attorneys and Counselors at Law, 170 Broadway, and one of the most famous trial lawyers in New York:

"May I take occasion to state that I regard your service in giving this system to the world as a public benefaction. The wonderful simplicity of the method, and the ease with which its principles may be acquired, especially appeal to me. I may add that I already had occasion to test the effectiveness of the first two lessons in the preparation for trial of an important action in which I am about to engage."

Mr. McManus didn't put it a bit too strong.

The Roth Course is priceless! I can absolutely count on my memory now. I can call the name of most any man I have met before—and I am getting better all the time. I can remember any figures I wish to remember. Telephone numbers come to mind instantly, once I have filed them by Mr. Roth's easy method. Street addresses are just as easy.

The old fear of forgetting (you know what that is) has vanished. I used to be "scared stiff" on my feet—because I wasn't sure. I couldn't remember what I wanted to say.

Now I am sure of myself, and confident, and "easy as an old shoe" when I get on my feet at the club, or at a banquet, or in a business meeting, or in any social gathering.

Perhaps the most enjoyable part of it all is that

# BUILDERS of

*The 500,000 motor trucks in America have a yearly performance record of fifteen billion ton-miles.*

*Railroads adopt motor trucks to extend terminal facilities.*

*Twice the motor truck averted international catastrophe.*

*For emergency transportation the motor truck is indispensable.*

*50% of our perishable food stuffs are spoiled—the motor truck will correct this condition.*

*The motor truck is vital to business progress.*

**F**IFTEEN BILLION TON-MILES a year is the performance record established by the 500,000 motor trucks in use in America today. The motor truck has become a tremendous factor in the world's existence. The importance of its development ranks with that of the locomotive, the steamship, the trolley car, the telephone and the telegraph. On it depends the further increase of business that has reached the profitable limits of its expansion. A case in point is that of the Milwaukee Electric Railway and Light Company, which issued the following statement:

*"Using motor trucks, we have extended our interurban fast express service beyond Watertown to Johnson's Creek, Jefferson and Ft. Atkinson, three of Wisconsin's richest food-producing communities."*

Twice in the past five years the motor truck has averted world wide calamity.

First—Through the part played by motor transportation the world war was determined in favor of the allied nations.

Second—When, due to insufficient equipment and terminal facilities, our railways failed to function adequately, the motor truck again prevented national and international catastrophe. In emergencies it is indispensable.

*Because of railway congestion, the Service Motor Truck Company experienced a delay in securing axles that threatened a serious curtailment of production. Motor Truck Trains solved the problem by making regular runs from Detroit to the factory at Wabash, Ind., carrying axles, in one-fifth the time formerly consumed by rail transportation.*

The relief of the present alarming shortage of food supplies throughout the world is dependent absolutely upon the prompt extension of truck express lines to the remotest sources of supply in America. For the shortage is *not so much in production* as in distribution of necessities.

*Without motor trucks, the delicious Imperial Valley Cantaloupe would fail of a market. Melons must be moved at once or their value is lost. Conditions in Imperial Valley are such that only trucks can meet the transportation needs. The trucks go into the fields, where the heat is intense, and fight their way through sand that often reaches to the hubs.*

To do full justice to ourselves and the world outside, we must conserve all of our surplus and stimulate not only production but also distribution—transportation—to the limit.

Motor transportation is a vital growing part of the nation's business. It is economical, invaluable in emergencies, furnishing greater protection to goods, adding business prestige—and is a real creative business force—a *Builder of Business*.



# BUSINESS

The motor truck establishes pulsing arteries of transportation that tap wide markets, reach directly to the sources of supply and frequently develop *new sources*, until then, unavailable.

*The motor truck increases the trading radius.*

*That the railroad station of the future may be either entirely a garage or that it will contain a space set aside for motor truck trains, was asserted by W. W. Symons, at the New York Railroad Club.*

The manufacturer, jobber, merchant or farmer who has not yet motorized his transportation system will be at a disadvantage in meeting competition unless steps are taken to utilize that modern *Builder of Business*—the motor truck.

*The motor truck is a factor in meeting competition.*

The following paragraph is a composite endorsement written by SERVICE Motor Truck users:

*"They worked 20 out of 24 hours and stand up well; we consider them the best truck on the market. They have given remarkable service with low expense and upkeep. Our truck has traveled 240,900 miles and is still in good condition; SERVICE Trucks are worthy of favorable consideration."*

To such discriminating buyers SERVICE Motor Trucks are proving real *Builders of Business*. They are building records of economy, dependability, strength, power and value.

*SERVICE owners who wrote the composite endorsement:*  
Dept. of Public Works,  
Chicago, Ill.;  
Hunt's Motor Express  
Co., Stamford,  
Conn.;  
Louisville Builders' Supply Co.;  
Goldreich Fertilizer Co.,  
Marion, Ind.;  
Gardner Cartage Co.,  
Cleveland, Ohio.

# Service

## MOTOR TRUCKS

### Builders of Business

SERVICE MOTOR TRUCK CO. Wabash, Indiana, U. S. A.

(Continued from page 242)

path lecturer, while visiting International Headquarters, said that he received mail under that many names from Scott to Fott. He was the organizer of the Rotary Club at Franklin, Indiana.

ROTARIAN PETER EIMON OF SUPERIOR, WIS., has been appointed to the board of regents of the University of Wisconsin, the appointment being made by Governor Philipp.

CLARE WILDNER, MEMBER OF THE ROTARY Club of Superior, Wis., has accepted appointment from Governor Philipp as a member of the Wisconsin Real Estate Brokers' Board.

CLIFTON A. WOODRUM, OF THE ROANOKE (VA.) Rotary Club has been elected by the Virginia Legislature to the bench of the Corporation Court of Roanoke City.

SHERMAN T. HANDY, A MEMBER OF THE Rotary Club of Sault Ste. Marie, Michigan, was recently appointed by Governor Sleeper as a member of the Public Utilities Commission of Michigan.

HALIFAX ROTARIANS ARE PROUD OF THE LATEST achievement of one of their members, Will Scriven. At the Northwest Arm Rowing Club, Will rescued a woman who had upset a canoe, altho she had gone down for the third time.

W. M. G. HOWSE, FORMER PRESIDENT OF THE Rotary Club of Wichita, Kansas, made a hasty trip to England and Scotland during the month of October. He visited Rotary clubs at Liverpool, Manchester, London and Glasgow. He was born in Liverpool but had not been there for 15 years.

TOM DEVILBISS OF THE TOLEDO (OHIO) Rotary Club is a heavy sleeper. Burglars entered the DeVilbiss home while the family were all in the house and secured jewels valued at a thousand dollars.

ROTARIAN CHARLES H. BROWN OF COLUMBUS, Ohio, died of appendicitis, on September 17. Brown was governor of the Ohio district (No. 10) for 1918-19.

#### \$10,000 FOR CHILDREN'S SCHOOL

Bert Adams' club (Atlanta, Georgia) was host to all the other Rotary clubs of the state at an all-day meeting at which more than 400 Rotarians from Albany, Americus, Augusta, Macon, Rome, Savannah, Columbus, and Valdosta were present. Truman L. McGill, governor of the Eighth District, in which Georgia is included, was a guest. The day began with a breakfast for visiting Rotarians. Afterwards, the Rotarians motored to Brookhaven Country club. Here Governor McGill presided at an open forum meeting, the principal topic being boys' work. Club representatives present practically pledged their clubs to raise \$10,000 for a memorial building at the Marthy Berry School for boys and girls, after President Adams outlined the work that the school had done and is doing. Attendance and education of Rotarians in Rotary were discussed. At luncheon each club staged a stunt and the rest of the afternoon was taken up by various sports and contests. The day wound up with a dinner at the Capital City club in Atlanta, at which President Adams presided.

## A Rotarian Rhubarb King

By George Barcus



*His fellow Rotarians call him the "Rhubarb King." He is Rotarian Walter H. Chappell of Chanute, Kansas, and he has experimented and studied for years to discover the most favorable soil for rhubarb-growing. The thrifty growth of the plants (compare with height of men) shows how successful his efforts have been. He has 40 acres like this.*

ROTARIAN Walter H. Chappell of Chanute, Kans., came within gunshot of being a lawyer. Had it not been for a pretty young girl in Walter's home town, he might have been. He was just finishing the law course at the University of Kansas and was looking about for a place to suspend a shingle, when he decided that the rhubarb business offered a better-looking prospect for a bride-groom-to-be than a law office without clients. The future Mrs. Chappell thought so too and here begins the story of the greatest rhubarb farm in the country.

The Chappell farm where Walter was reared, had grown some rhubarb before he left home. The product found a ready market and brought handsome returns in the early spring. It occurred to the young law student that the business had a future, so he delved into it just as he did into the opposing football teams at K. U. Here it might be added that Walter was named as the "All-Star" right half in the Valley conference in 1903 and the critics gave him the honor, "head and shoulders" above any other candidate.

So the young lawyer studied rhubarb. He analyzed soils that had grown the best rhubarb. He experimented with all sorts of fertilizers and with all the known kinds of rhubarb and finally chose the Big Linneus as the plant he would adopt for his rhubarb plantation. The rhubarb fields grew in acreage from year to year until now the farm has 40 acres devoted to this crop.

Rhubarb leaves the Chappell farm in wagon loads, truck loads and car loads. It goes to all markets in that section and is finding a wider outlet each year.

The early crop is much sought as spring

opens in all markets and the first shipments bring big prices. As the hot weather comes on the demand slackens, the crop increases and the price, accordingly lowers. It is to overcome this feature that Walter experimented this summer with canning the later crop. Two car loads of rhubarb, 80,000 pounds, left the Chappell farm, enough to make 80,000 pies, enough pie for 320,000 people, to be canned for winter use. If the experiment proves successful and profitable, a new field is opened up for the Rhubarb King. The plan if it works out, is to establish a canning factory in the vicinity that will take care of the surplus rhubarb for which there is little market in the later season.

Rotary had found its way into Walter's work, even before the Rotary Club was organized in Chanute. He had encouraged the rhubarb industry among the near-by farmers and there are a dozen rhubarb princes in the neighborhood of the Chappell farm now. If the canning industry stands the test, the industry will grow not only among the neighbors but also at the Chappell farm.

Chanute Rotarians were duly initiated into the rhubarb business this summer when carloads of the product were leaving the Chappell farm. Two cars were on track about half loaded when a stringency in the labor market came on. It was not possible to get help, not for money, so Walter came into town and sounded an S. O. S.

The Chanute club met in the Chappell fields that afternoon and evening and "pulled" enough tons of rhubarb to finish out one car. It proved such great sport, augmented by the meal that followed the evening's performance served by the Chappell household, that members, instead of playing golf for recreation, went to the rhubarb fields for two or three days until the crop was harvested.

### The Club I Love

*Tune: Till We Meet Again.*

Rotary—The Club I love the best,  
Rotary—The fount of joy and jest,  
Rotary—Where friendship true  
Makes the world of brighter hue.  
Rotary—Where loyalty's the test,  
Rotary—Whose motto well profest  
"He profits most who serves the best,"  
Rotary—All hail!  
—Rotary Club of Portsmouth, Va.

### CLUB STUDIES SCHOOL BUILDINGS

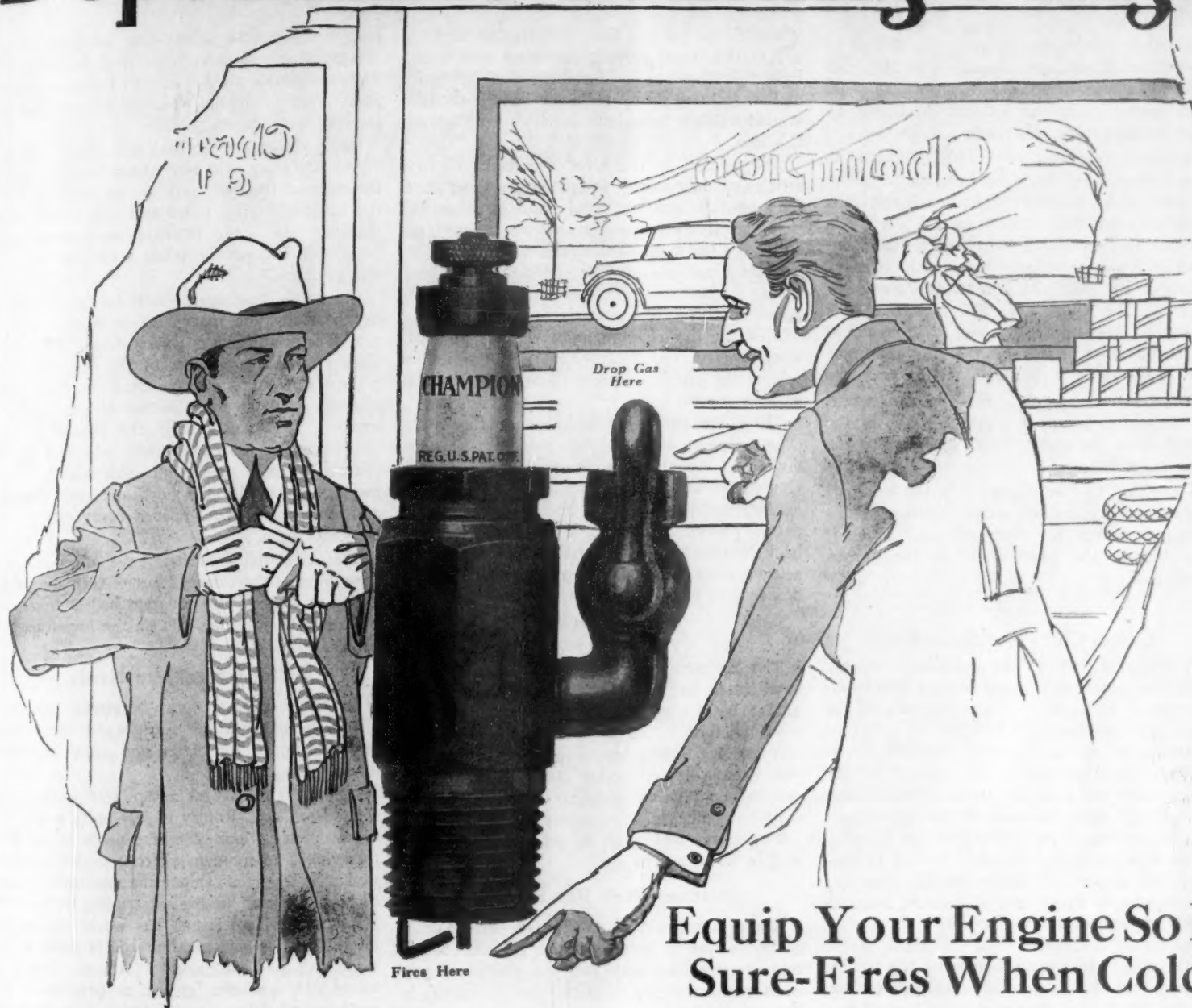
School buildings were discussed from various angles at a meeting of the Rotary club of Santa Barbara, California. The Rotarian president of the Board of Education presided and the principal address was given by the vice president of the board. Different members of the club spoke on school buildings from the architect's standpoint, from the civic side, and on their effect on real property values and their value as real estate. New school laws making im-





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improvements in school buildings were also explained. After these talks were given the meeting was thrown open for general consultation on school matters, the Rotarians having been given notice to come prepared to talk. After the program was finished active discussion on a bond issue for improvement of the school buildings brought about the adoption of a resolution endorsing a million dollar bond issue by the city.

#### HELP FOR STORM SUFFERERS

The response of Rotary to the call for help on behalf of the sufferers from the storm at Corpus Christi and other Texas coast cities, was prompt and generous. The Rotarians of the stricken district appealed to District Governor Robert E. Vinson of the Twelfth (Texas) District, to ask help of all Rotarians.

Governor Vinson transmitted this appeal to International Headquarters and under the plan approved by the Board of Directors last year, an immediate pledge of \$10,000, on behalf of International Rotary, was made.

An advance payment on this pledge was made at once from other funds on hand and a notice was sent out by Secretary Perry to all the clubs telling them that the contribution had been made and that the quota of each club to the fund would be fixed in accordance with the total membership of the club, the largest club quota being \$80. The clubs were informed that this was not an assessment, but was to be a voluntary contribution of their part of the assistance given in the name of International Rotary.

Within a few days after the appeal was sent out, Secretary Perry had received all of the \$10,000 from the clubs, which was sent to the Texas sufferers.

In addition to this response, in the name of International Rotary, a number of Rotary clubs made independent contributions, some to Governor Vinson, and some direct to the Corpus Christi club.

#### Cuban Clubs Aid Sufferers

Newspaper reports in the *Avisador Comercial* of Habana, received at International Headquarters, contain an account of the activities of the Rotary Club of Santiago de Cuba in behalf of the victims of the hurricane in that island. At that date, 24th September, the secretary of the Santiago club had received contributions amounting to \$3,186 in its campaign in the eastern part of Cuba, the largest amount next to that collected by the Habana club. Included in this amount was \$1,000 donated by Emilio Bacardi, described as "one who, in every case of distress, responds quickly and generously."

The report continues: "In the midst of the sorrow brought into many homes by the terrible hurricane can be seen many smiling faces expressing the joy of those who have learned how generously the people from every corner of the island respond to the call of humanity."

Reports of the results of the effort of the Habana club have not been received, but since it has collected a larger amount than the Santiago club, it is safe to estimate that these two Rotary clubs will secure at least \$10,000 for the sufferers.

The following is a free translation of a notice sent under date of 17 September by President Carlos Alzugaray to the members of the Rotary Club of Habana:

"Not long ago appeals for help for the victims of the war and other calamities drew money from our pockets and from our hearts an exclamation of 'poor people!' Then, how little we thought that the day was not distant when we ourselves would need that same charity!

"Today those who suffer are our own brothers, victims of the cyclone. The hundreds of families who have lost all, look to you, counting upon your generosity.

"The Rotary Club appeals to your sense of charity in these times of distress, and urges you to give promptly all the help you can—money, clothes, furniture, etc., since the families of the seacoast need everything. But do it now, and in this act let us be among the first to supply the needs of the victims. The secretary of the club will receive contributions of all kinds.

"A thousand thanks, in the name of the poor victims."

## What Is Boys Work?

By Walter W. Strong

SOME one has said that "the greatest rewards in this world are not for those who would lighten our burdens but for those who will teach us how to carry them." Therein lies the thought around which is being built Rotary's work among the boys.

The soldiers in the great war had to carry articles of indispensable equipment weighing some sixty pounds, and long study and experimentation were given to discover how best to pack up and carry the load. The things were needed; it was not a matter of deciding upon their number; it was a question of how best to pack them together and hang them upon the human frame.

To make the highest possible success in boys' work, Rotary must become mightily interested in solving the problem of how to help the boys to be boys at their best.

There are two great branches of the work. Oliver Upson, of Cleveland, pointed them out vividly at Atlanta. He likened them to Light Houses and Life Saving Stations. The one is for *keeping* one out of danger and the other is for *getting* one out of danger. The latter is to bring back to safety and the former is to keep from getting away from safety. These two general branches of boys' work may be called:

#### REDEMPTIVE WORK CREATIVE WORK

The redemptive branch concerns boys who have gotten into bad habits and under bad influences; boys who have run afoul of the law; boys in reform institutions; boys in unwholesome surroundings where, if no improvement is made, they cannot develop as they ought; boys who are growing up physically defective in ways which may be combatted successfully if promptly attended to, as well organized school clinics might well be doing everywhere.

#### Creative Work Far Reaching

There is a world of redemptive—Life Saving Station—work to be done, but a greater work, a more far-reaching work and one which will pay even greater returns of profit and happiness, is the creative work.

The branch of creative work deals first with the normal growing boy. There are many things which may be done in his interest.

First: (because of its fundamental and far-reaching importance) The giving of sex-hygiene instruction should be mentioned. Neglect of this vitally important matter by parents has cost countless boys and girls irremediable damage.

One of the reasons for this neglect is undoubtedly a lack of understanding of how to approach the subject. Dr. Chas. E. Barker's great address at the Salt Lake City Convention on "A Father's

Duty to His Son" solves this problem. It is obtainable in pamphlet form from International Rotary Headquarters. Every Rotarian, every parent, ought to read that address and put its precepts into practice.

Under the creative branch also come: Teaching of obedience—the boy who is taught to obey the rules of the home will not be likely to need the assistance of a judge and jury to construe those of the land; physical development and practical education, including vocational training and guidance.

One of the best single efforts for boys reported by the clubs was that made in August by the new Blackwell (Okla.) Rotary Club. This club discovered that a number of the boys who had graduated from grammar school in June were planning to go to work instead of continuing in school. The members of the Blackwell club determined to have every boy who had finished the eighth grade go on into high school. They went to work with the boys and their parents, and when high school opened every one of the boys was there.

The Blackwell Rotarians gave a banquet for these boys as the closing effort of their campaign, and as a part of the program had a prominent man give an inspiring talk on the importance of an education.

#### Clubs Awake to Needs

Rotary at large seems to be greatly interested in Boy Scout work and vocational training, both of which make for better and more successful boys.

Club after club is taking up boys' work with a will. New York Rotary is developing a splendid organization to look after the needs of the boy, following a referendum which revealed an overwhelming sentiment among the members in favor of boys' work as the big outstanding work of the club. Knoxville (Tenn.) has worked out an admirable plan of organization and is going at the work with gratifying results. Atlantic City is at work with special reference, at present, to dependent and delinquent children. And day after day other clubs write in concerning their accomplishments for boys or of their readiness to take up boys' work.

The field is vast and very largely untraveled. The way to cover it properly is not yet clearly seen. It will take some time and much thought to work out an adequate plan. But that the job needs to be done Rotary has, with far-sighted vision, recognized, and Rotary seems to be on this job.

If it is true that "Rotary is wise in council and irresistible in action," then the boys of Ro-



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Cyrus H. K. Curtis, Rotarian

tary countries will have a better chance for development during the coming years than has been their lot in the past.

*Note: Walter W. Strong, author of the foregoing, is in charge of the Boys' Work Department at the office of the Secretary of the International Association of Rotary Clubs, charged with the duty of co-operating with and helping the Rotary Clubs in their work among the boys.*

#### A "CLASSIFICATION" REPORT

The Rotary Club of Cape Girardeau, Missouri, is one of the newer clubs, having been organized about a year. According to Secretary W. Ernest Walker, "Naturally there were some members of our club who lacked in education as to Rotary principles and Rotary constitutional laws, and the question came up from time to time as to whether or not certain requirements as to classifications ought not to be looked upon with more or less leniency, and it was finally determined that the membership committee should make a thorough investigation on the subject of Rotary Club classifications and report to the club." The following extracts are taken from the report of this committee:

"That 'classification' is the main idea, the basis and foundation for the existence of Rotary is clearly set forth in Section 2 of Article III of the Constitution and the spirit of same permeates our entire constitution. At first glance, the spirit of Rotary as thus exemplified may seem selfish, but looking deeper into the principle, its lasting value is seen and the Rotary idea is disclosed as the unselfish idea of SERVICE, NOT SELF.

"Seeing the need of adjusting and harmonizing with one another the great variety of private interests and professions and fusing them together so as to make the warp and woof of society finer and stronger, Rotary has undertaken that task by limiting its membership to one member from each distinct line of private interest or profession. Rotary members are deprived of the privilege of seeing even their very best friends made members in violation of the classification law. This is a sacrifice, but it is for the worthy purpose above indicated. Our Rotary Platform says:

"To accomplish this purpose more effectively the principle of limited and representative membership has been adopted, the Rotary club consisting of one representative from each distinct line of business or profession. Each member \* \* \* is enabled thereby to meet more intelligently the responsibilities of civic and business life. The basis of club membership insures the representation of all interests and the domination of none in the consideration of public questions relating to business."

#### Test of Experience

"That the classification scheme stands the test of experience is shown by the fact that Rotary depends on it more and more as time goes by, and at the recent convention at Salt Lake City, the committee on Constitution and By-Laws recommended that our present Article XVII of the By-Laws be made a part of our constitution, the object being to require of all Rotary clubs the most strict accountability to the International Association for failure to terminate the membership of those who default in attendance for four consecutive meetings, or who default in dues, or who retire from the position or business on which their foundation for membership rests.

"Since Rotary breathes its breath of life through

### Standing of Clubs in Attendance Contest for Month of August, 1919

(Compiled September 22, 1919)

Division A—Clubs having more than 200 members.

Division B—Clubs having between 100 and 200 members.

Division C—Clubs having less than 100 members.

Only those Clubs whose reports have come thru the District Governors' hands to the Headquarters office by the 15th of the month are considered in the competition.

*Note: Bold-face figures before names of clubs designate number of times in succession clubs have appeared in list.*

#### DIVISION A

##### Ten Highest

Name of Club	Membership	Number of Meetings	Average Attendance	Average Percentage
4Minneapolis, Minn.	234	5	137	58.54
10Oakland, Cal.	210	4	150	71.42
10San Francisco, Cal.	295	4	210	71.18
9Seattle, Wash.	285	4	191	67.02
3Tacoma, Wash.	211	4	131	62.08
10Indianapolis, Ind.	288	4	174	60.41
4Los Angeles, Cal.	222	5	134	60.36
Lincoln, Neb.	219	1	131	59.81
Memphis, Tenn.	215	4	126.25	58.72
Winnipeg, Manitoba.	232.5	4	133.8	57.54

##### Five Lowest

3Cleveland, Ohio.	358	4	118	32.99
3Baltimore, Md.	205	4	66	32.18
2Philadelphia, Pa.	296	4	83	27.37
2Pittsburgh, Pa.	248	4	60	24.19
10New York City, N. Y.	503	4	118	23.45

#### DIVISION B

##### Ten Highest

11Birmingham, Ala.	154	3	126	81.81
2Tampa, Fla.	110	1	87	79.09
11Davenport, Ia.	142.33	3	109.66	76.04
Victoria, B. C.	118	4	89.75	76.01
Scranton, Pa.	124	4	94	75.8
2Atlanta, Ga.	179	2	133	74.3
11Newark, N. J.	152	4	110	72.36
Watertown, N. Y.	125	1	90	72
Beaumont, Tex.	130	3	93	71.53
Savannah, Ga.	125	3	89	71.2

##### Five Lowest

Nashville, Tenn.	157	4	72.25	46.01
Shreveport, La.	116	5	53	45.68
2Camden, N. J.	140	4	50	35.71
Butte, Mont.	129	4	45	34.88
2New Orleans, La.	163	4	55	33.74

#### DIVISION C

##### Ten Highest

3Peru, Ind.	23	4	20	86.95
Grand Junction, Col.	31	4	26.5	85.48
2New Philadelphia, O.	34	4	29	85.29
3Princeton, Ind.	30	4	25.5	85
Wilson, N. C.	42	2	35.5	84.52
Fargo, N. D.	58	4	49	84.48
Berkeley, Cal.	69	4	57.5	83.33
Dodge City, Kans.	52	2	43	82.69
Marshall, Tex.	22	4	18	81.81
4Harrison, Ark.	37	4	30	81.08

##### Five Lowest

Boone, Ia.	27		11	40.74
East St. Louis, Ill.	46	4	18	39.13
2New London, Conn.	83.5	4	32.5	38.92
Texarkana, Tex.	67		25.2	37.61
Emporia, Kan.	50	1	18	36

the various avenues of classifications, those classifications must be zealously guarded and not permitted to be clogged by dead material. On the board of directors, as the governing body of every Rotary club, rests the obligation of enforcing the law both as to the creating and terminating of memberships representing the respective classifications.

"In order to render such assistance as we can to our club in its effort to perfect a list of classifications that will fit local conditions and enable the club to render more thorough and efficient service, we have compiled, in addition to the list of classifications that have been filled,

### Standing of Clubs in Attendance Contest for Month of Sept., 1919

(Compiled from all reports received before October 16, 1919)

Division A—Clubs having more than 200 members.

Division B—Clubs having between 100 and 200 members.

Division C—Clubs having less than 100 members.

Only those Clubs whose reports have come thru the District Governors' hands to the Headquarters office by the 15th of the month are considered in the competition.

*Note: Bold-face figures before names of clubs designate number of times in succession clubs have appeared in list.*

#### DIVISION A

##### Ten Highest

Name of Club	Membership	Number of Meetings	Average Attendance	Average Percentage
Worcester, Mass.	235	3	174	78.29
11Oakland, Cal.	212	4	156	73.58
Albany, N. Y.	201	4	144	71.64
11Indianapolis, Ind.	288	4	205.4	71.31
11San Francisco, Cal.	292	3	207	70.89
10Seattle, Wash.	284.5	4	191	67.13
4Tacoma, Wash.	209	3	140	66.98
2Winnipeg, Man.	236.7	3	157.3	66.45
5Minneapolis, Minn.	234	4	153	65.38
Elmira, N. Y.	221	4	142	64.25

##### Five Lowest

Buffalo, N. Y.	465	4	197	42.36
Rochester, N. Y.	244	4	102	41.80
Chicago, Ill.	351	1	135	38.46
4Baltimore, Md.	207	5	69	33.33
11New York City, N. Y.	508	4	148	29.13

#### DIVISION B

##### Ten Highest

12Birmingham, Ala.	162	4	136	83.95
12Davenport, Iowa.	149	4	119	79.86
Knoxville, Tenn.	105	5	83.6	79.61
Calgary, Alta.	120.4	5	95	78.90
2Beaumont, Tex.	132	4	104	78.78
3Tampa, Fla.	111	1	86	77.47
2Victoria, B. C.	120.5	4	92.75	76.97
12Newark, N. J.	160	5	121.6	76.00
San Diego, Cal.	131	4	98	75.80
Bellingham, Wash.	102.8	5	77.8	75.68

##### Five Lowest

Reading, Pa.	140	5	63	45.00
Huntington, W. Va.	157	4	66	42.03
Springfield, Mass.	161	2	65	40.37
Paterson, N. J.	123	1	49	39.83
3Camden, N. J.	138	5	52	37.68

#### DIVISION C

##### Ten Highest

Ocala, Fla.	28	1	26	92.85
2Wilson, N. C.	42	2	38.5	91.68
4Princeton, Ind.	32	2	28.5	89.06
2Berkeley, Cal.	68	4	60.25	88.60
2Dodge City, Kans.	51	3	45	88.23
Washington, Ind.	49	4	43	87.75
Kearney, Nebr.	15.4	5	13.4	87.01
Victoria, Tex.	25	5	21.6	86.40
Palestine, Tex.	43	2	37	86.04
Amsterdam, N. Y.	28	5	24	85.71

##### Five Lowest

Haverhill, Mass.	94	3	41	43.61
Ottawa, Ill.	79	2	34	43.03
Miami, Fla.	61	4	26	42.62
Waterbury, Conn.	97.8	5	40.5	40.38
Danville, Ill.	97	3	37.3	37.42

another and larger list of vacant classifications.

"We have endeavored to compile this list in harmony with our by-laws which require not only that each classification shall represent 60 per cent or over of the member's business, but also require that every classification shall bring to the club information substantially different from that of any other classification.

"Our application cards direct members to study the constitution, by-laws, and classification list before proposing names. These laws all contemplate that names should be proposed for the benefit of the club and the promotion of

(Continued on page 254)





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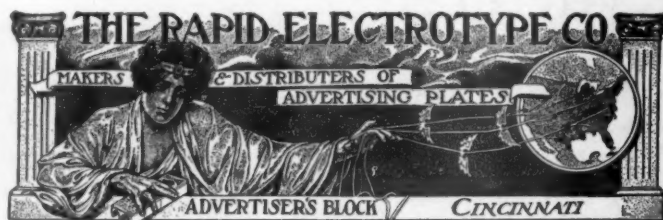
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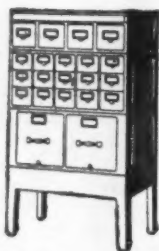
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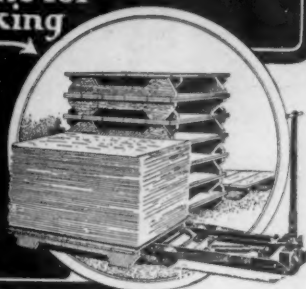


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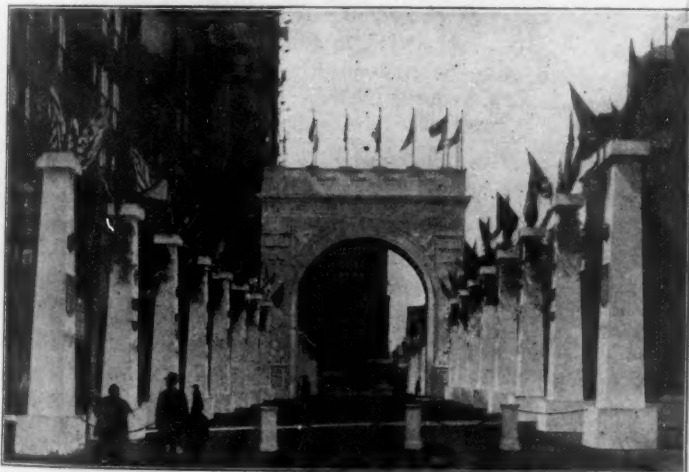
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Cincinnati being one of the leading manufacturing and commercial centers of the nation, offers your industry splendid advantages.

It has the seldom equalled combination of Dependable Power, nearness to unlimited, easily available raw materials and tremendous markets, and exceptional shipping and transportation facilities.

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Our new, ten-million-dollar power plant is the most modern in America. Here, Dependable Electric Power is made in such tremendous quantities that we can sell it to the manufacturer cheaper than he can make it himself or buy it from central stations in most other cities.

Write our Commercial Department for detailed information regarding the possibilities Cincinnati has in store for your industry. We will gladly supply you with data bearing directly upon your particular interests. We will also assist you in solving your power problems.

## The Union Gas & Electric Company

Cincinnati

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TRY ONE  
30 DAYS FREE at our Risk

The Cabinet for Executives,  
Department Heads, and Pro-  
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A quick and easy file that should be  
in every office, if not at  
every desk, for the han-  
dling of daily routine or  
private filing matter and  
card records.

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cabinet of  
equal grade  
and capacity.

Such con-  
cerns as Burroughs, Cad-  
illac, Westinghouse, U. S.  
Cartridge and hundreds of others have tried them out  
and ordered more.

Get acquainted with a DESK COMPANION and  
other Automatic Filing Appliances in Upright or  
Sectional Cabinets, Flat Top Desks, fitted with  
easy-running AUTOMATIC WOOD-STEEL FILE  
DRAWERS will be next in line.

GUARANTEED SUPERIOR or no sale at our  
expense.

Catalog showing complete line with factory to user  
proposition on request.

THE AUTOMATIC FILE AND INDEX CO.  
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Green Bay, Wis.

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are so genuinely good  
so truly serviceable that  
they commend them-  
selves to those that

*Profit most who serve best*

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Registers, also Stationery for Typewriters  
in rolls, sheets or fanfold.*

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your eyes to the business possibilities in  
Porto Rico and the Virgin Islands.

If you wish to take advantage of these markets,  
send samples and descriptive matter direct.

Address HERBERT W. BROWN  
12 San Justo St., San Juan, Porto Rico

## A Classification Report

(Continued from page 250)

its altruistic objects, rather than for the benefit  
of the person whose admission is sought.

"Realizing the importance of a reasonable,  
regular, and consistent interpretation of that  
part of our constitution which pertains to our  
work, our committee requests the support and  
thoughtful cooperation of all members of our  
club to the end that every proposal card that  
any member submits (which card, of course, be-  
comes a permanent record of the club) may  
show that the member who has made out and  
submitted the proposal card has done so for  
the object of filling a classification that needs  
to be filled for the welfare of the club. In

other words, that he seeks the welfare of the  
club thru orderly classification, rather than the  
welfare of an individual thru violation of the  
constitution. \* \* \*

"Having subscribed to a constitution whose  
cardinal idea is 'classification,' any question re-  
lating to the repudiation of that principle is  
really a question as to whether or not we shall  
continue the existence of our Rotary club, be-  
cause discontinuance of this Rotary club and  
re-organization of a different kind of a club would  
be the only method by which we could legally  
repudiate or avoid the classification require-  
ment."

## Summering With Rotary in California

By Rudolph I. Coffee

JULY and August may be hot months and  
the time for vacations. Not so with Ro-  
tarians in the sunny State of California. The  
men there who affiliate with Rotary, live its prin-  
ciples twelve months every year, and their ac-  
tivity at summer meetings was the outstanding  
delight of a recent vacation trip I took to the  
Pacific Coast. This travel carried me to four  
Rotary cities in California.

Santa Barbara is a coming community in South-  
ern California, but chiefly in a residential sense.  
In this ideal ocean town is a Rotary club worthy  
of highest praise. Visit one of the Friday lunch  
gatherings and you meet, at one time, the worth-  
while citizens of the place. The luncheon starts  
promptly at 12:15 with a brief prayer. If a  
minister is present, he offers an invocation, oth-  
erwise the members sing to the tune of "Old  
Hundred."

*Our brothers' toil o'er all the earth  
Has spread this board of festal mirth;  
God, give us strength from this our food  
Better to serve the common good.*

The club is very fortunate in its secretary,  
Byron Terry, formerly of Chicago. He induces  
many prominent visitors to address the men. At  
one meeting in July the speaker was Will Wood,  
State Superintendent of Education in California,  
whose message on "Americanization" was filled  
with lofty patriotism and noble idealism. Then,  
Rev. Shirley Shaw spoke on his impressions of  
the Salt Lake Convention and his ringing senti-  
ments of Rotary as typical of the coming world  
religion only served to emphasize the personal  
loss of the Santa Barbara members. He has  
since left that city for a larger field of service in  
Stockton, California. At another meeting, the  
speaker was Dr. Nicholas Murray Butler, presi-  
dent of Columbia University, and one of our lead-  
ing statesmen with a truly international mind.

On such fine intellectual food are Santa Bar-  
bara club members fed. But before the speaker  
of the occasion has his say there is the usual  
half hour of fun which is both innocent and well  
worked out. Every Rotarian leaves the table and  
returns to work both a better individual and  
possessing a finer concept of duties toward his  
fellow men.

San Francisco has the greatest Rotary Club  
in the world. Every member freely admits it.  
Whoever denies this, must at least confess that  
the spirit and morale of the men is worthy of the  
highest praise. Their meetings, with almost 300  
members present each week, are an inspiration  
and a joy to all Rotarians. Promptly at 12:15  
the mallet bangs and the men are in order, or to  
be more truthful, they are immediately out of  
order. Fun starts on the instant, and fines are  
bestowed quite freely for every conceivable rea-  
son. Especially is this true when the charity  
fund is low. This income supports a bed in  
the Children's Hospital.

The club was founded soon after Rotary was  
organized in Chicago and San Francisco justly  
claims the distinction of having helped greatly to  
spread the new idea of Rotary. Chicago club  
is No. 1, being the place where the idea originated,  
but out West it spread very quickly. Club No.  
2 is in San Francisco, No. 3 is in Oakland, No.  
4 is in Seattle, and No. 5 is in Los Angeles. This  
proves that the seed of Rotary was scattered  
from San Francisco up and down the Pacific  
Coast and grew very rapidly.

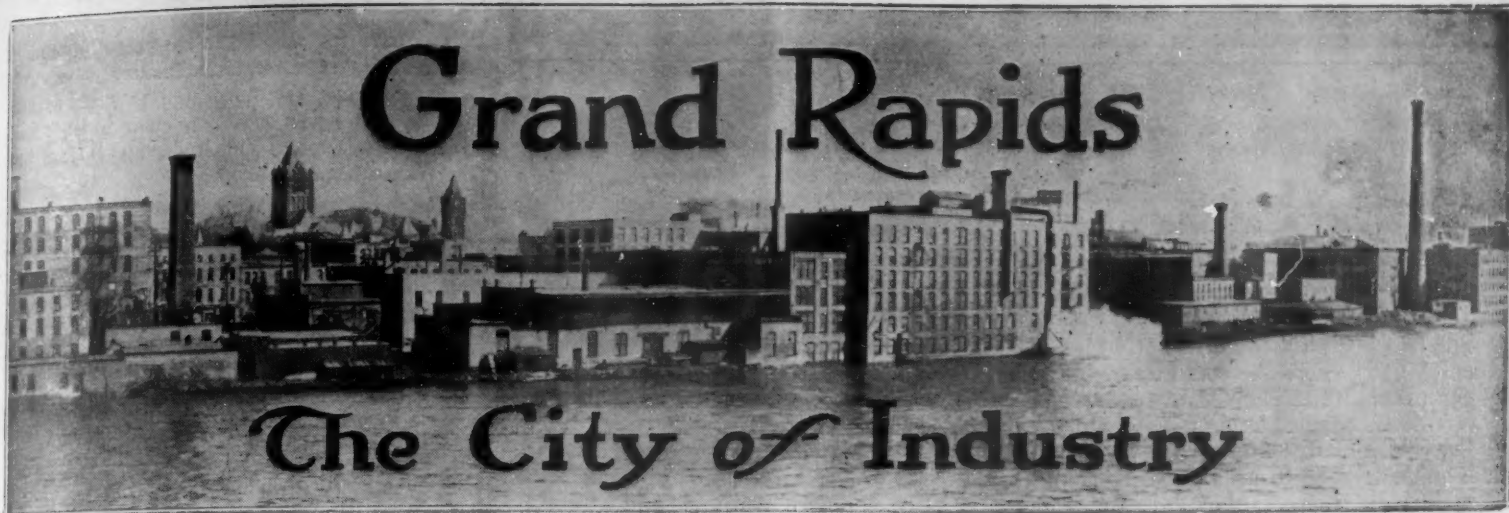
However, Rotary is more than a mere boast  
out west.

At a San Francisco meeting in August, President  
Roy R. Rogers read some startling figures. Of  
some 222,000 possible voters in San Francisco,  
only 178,000 registered, and at the bond election  
on July 1st, only 32,000 voted. In other words,  
16,000 votes could have decided a bond issue of  
\$40,000,000; 7 per cent of the voters could have  
saddled a tremendous debt on future generations.  
Lest the politicians take advantage and "put  
over" some future raw deal (instead of millions  
for good roads as decently voted) President  
Rogers asked if these figures presented any cause  
for action. They did. Immediately Secretary  
Ervin R. Feighner was instructed to start pub-  
lic agitation.

At the following luncheon, he had good news.  
Every large civic body in San Francisco, under  
the spur of Rotary leadership, was taking steps  
to secure a record vote at the next election.

Oakland is directly across the bay from San  
Francisco. Since the fire in 1906, it has forged  
ahead with very rapid strides. Always noted





## Pantlind Hotel

550 Rooms European Plan  
A Perfectly Appointed Modern Hotel  
Delightful Atmosphere — Maximum  
of Comfort at Minimum Cost

Travelers say that no hotel in America  
gives more comfort or better service.

**Pantlind Hotel Company**  
Operators  
Grand Rapids, Michigan  
Fred Z. Pantlind, Rotarian

## Lead Mold Electrotypes are BETTER

LEAD mold, steel-faced electrotypes are  
fast taking the place of duplicate ori-  
ginal half-tones for high-grade printing —  
particularly for multi-color work. Being  
of harder metal than copper-faced electro-  
types they give three times more wear for  
50 per cent greater cost.

**Ask us** about our printing  
plates and service

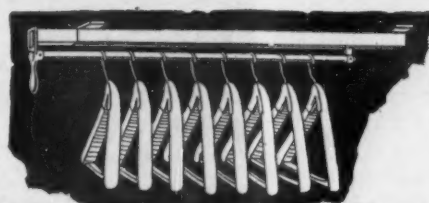
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DETROIT, MICHIGAN

D. S. MEDBURY, Mgr., Rotarian

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**GRAND RAPIDS ELECTROTYPE  
COMPANY**

**ADZIT PRINTERS' SUPPLY CO.**  
GRAND RAPIDS, MICHIGAN  
HENRY L. ADZIT, Rotarian



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**NU WAY**  
GARMENT CARRIER

Space Saving—Sanitary—Practical

These exceedingly popular garment carriers provide  
the most sanitary and practical method of keeping wear-  
ing apparel. They keep garments in perfect shape and  
save greatly in closet space. With them your closets can  
be kept more orderly and neat. With a single pull of the  
telescope slide the whole line of garments are brought out  
into the light of the room for selection or airing.

Nuway Garment Carriers are easily installed.  
Nothing needed but a screw-driver and a few screws. We  
furnish the screws.

Made in various sizes to fit all requirements.  
When ordering mention size of closet.

**KNAPE & VOGT MFG. COMPANY**  
Grand Rapids, Michigan  
E. J. Vogt, Rotarian

## STEEL CUPBOARDS



Adaptable in all offices for Records, Stationery, Office Supplies, Tools,  
etc. Has adjustable shelves with or without Vertical Dividers.  
Service and Superior Quality, at reasonable prices. Also a complete  
line of Steel Lockers, Wardrobes and Shelving. Write for catalog.

*A. C. Terrell*  
Rotarian

**TERRELL'S  
EQUIPMENT  
COMPANY**  
GRAND RAPID  
MICHIGAN



## "NEW WAY" Store Equipment

Saves room, enhances the  
beauty of the store and  
allows you to serve more  
customers in the same space.

That also means fewer sales-  
people and less "overhead."

Look into New Way.

Display Cases—Wrapping Stations  
Garment Wardrobes—Cashiers' Desks  
Wall Cases and Shelves

Write for Catalogue

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# dope

## a tale of the black smoke

by the master of  
oriental mystery stories

Sax Rohmer

Author of "The Insidious Dr. Fu-Manchu"

She had been tired—worn out with the strain of rehearsing all day and of seizing enjoyment where she could by night. And now, on the eve of her first engagement, her nerves failed her. *She could not go on.* And then, she thought of the little box of innocent looking pellets which Sir Lucien had given her. . . . Do you know the kind of life the drug fiend lives? Have you ever imagined what it must be like to be a slave to *chandu*—the days of fierce craving, the ecstatic moment with the fantastic dreams and exaltation which accompany it; and afterward the black despair and sick loathing which only more drugs can relieve? Sax Rohmer paints an unforgettable picture of this life in his new novel *Dope*, which is based upon an actual occurrence that horrified all of London last year. *Dope* is a tale of the drug traffic—a mystery story in which all the uncanny thrills and quick surprises which have made his other books famous are combined with an accurate and powerful picture of the drug traffic, whose victims are found among the highest as well as the lowest classes of Society.

At all bookstores. \$1.75 net.

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new york

## YOU ARE INTERESTED in the doings of BRITISH ROTARY CLUBS!

You heard at Kansas City what your British Brothers are doing.  
Keep your knowledge up to date by reading

## "THE ROTARY WHEEL"

*The Magazine of British Rotary*

Subscription Two Dollars a Year—Commencing Any Time

Send your name and address and two dollars to Frank R. Jennings, I. A. of R. C.,  
office 910 Michigan Ave., Chicago, Ill. He will forward them.

By placing your advertisement in "The Rotary Wheel," you will appeal directly  
to 2500 of the leading British and Irish manufacturers, jobbers, retailers.  
You could not choose a better medium. Rates moderate. Obtainable from  
Frank R. Jennings (address as above) or direct from Thos. Stephenson, Sec'y  
British Association of Rotary Clubs, 6 So. Charlotte St., Edinburgh, Scotland.

Denver, Colorado

## Savoy Hotel

J. G. Nicholas, Manager

Rotary Club Luncheon held here Thursdays, 12:15.  
Visiting Rotarians will please make themselves known

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## WEAR THE ROTARY EMBLEM ENJOY THE DISTINCTION OF BEING A ROTARIAN



No. 71 10K \$2.50 Each  
14K \$3.00 Each



No. 72 10K \$2.25 Each  
14K \$2.75 Each



Midget.  
No. 73 10K \$1.50 Each

ACTUAL SIZES. ENAMELED ROTARY PURPLE BLUE.

Made by THE MILLER JEWELRY COMPANY, Greenwood Building, Cincinnati, Ohio  
CLIFF MILLER, Pres., Rotarian.

Obtain from your Rotary Jeweler or write us direct.

for its excellent schools, it has recently branch  
out as an industrial center. The large ship yards  
and automobile shops, as well as railroad ter-  
minals, have given it a new commercial stand-  
ing, and the Rotary club reflects that fine and  
live industrial atmosphere.

The postmaster Joseph J. Rosborough is a  
splendid member, and when he wanted aid to sell  
war goods, so as to reduce the high cost of liv-  
ing, it was to the Rotary club that he turned  
for helpers, and by no means in vain. Charles  
Keyes, principal of the high school is another  
loyal member, and when the old high school yell  
was given for the speaker, it was surprising to  
note how many Rotarians had been educated in  
the Oakland public schools.

### No Trifling With Principles

In Oakland, there is no trifling with Rotarian  
principles. It is not how little a man can do in  
order to hold his membership, but rather how  
much a man can accomplish for Rotary. Oakland  
boasts, rather it cries out from the hill tops,  
for it is very proud, that Oakland club No. 3  
holds the banner record for attendance.

Stockton is one of the fastest growing cities on  
the Pacific Coast. This is seen, not so much in  
the actual population as in the volume of busi-  
ness which the banks handle.

Wednesday, August 27, the members of Ro-  
tary sat down to the weekly luncheon, but the  
spirit of fun was rather checkt. Weighty mat-  
ters of national import disturbed the club. Not  
a railroad car had entered or left the city that  
day. All three trunk lines were paralyzed by a  
strike.

Did the Rotary members fuss and fume and  
rage? They did not. Instead of holding up  
their hands and protesting blindly, it was unani-  
mously decided that, regardless of the merits of  
that particular strike, it was a disgrace that mil-  
lions of people should innocently be forced to  
suffer.

Rotarian Irish, also secretary of the Chamber  
of Commerce, stated that if the strike lasted  
only a few days, at least \$7,000,000 would be  
the loss to the fruit growers in and about Stock-  
ton.

A most urgent protest was wired to the White  
House by President Charles G. Bird and Sec-  
retary S. C. Beane. That telegram called for  
such action as would assist the people of Stock-  
ton and vicinity to ship their wares to market. It  
insisted that American citizens will not tolerate  
anarchistic methods. Another member said, and  
all seemed to agree, that the next Rotary Con-  
vention should go on record and tell the whole  
world just what this body of high grade business  
men thinks of pressing national problems.

### Touching National Pulse

Whoever attends Rotary meetings in various  
cities must quickly feel that our movement is  
touching the national pulse at many and impor-  
tant places. Scarcely a big civic work is started  
in any city, but what the Rotary club of that  
community is called to help.

If we could only realize how much good we  
are doing, each man would be prouder than  
ever of his Rotary affiliation. Everywhere the  
same sentiment is being expressed as was told  
the writer by a San Francisco merchant:

"I must confess that I joined Rotary a couple  
of years ago for what business advantages I



could gain. Now, I remain in it for the good I can render to others."

Hundreds of Rotarians will confess to a similar experience. The very atmosphere of a Rotary luncheon makes a man forget his narrow and selfish individuality in the keen desire to help the noble and altruistic work along. Boiled all down to a phrase, it is "SERVICE, NOT SELF."

—Rudolph Coffee is a member of the Rotary Club of Chicago, Rabbi Temple Judea.

#### A ROTARIAN GOLF MATCH

Possibly in the United States Rotarians who are fortunate enough to play the Royal and Ancient game, have met in friendly contest with Rotarians of adjoining cities. The idea, I fancy, is a new one in Canada, but one that bids fair to be very popular as years roll on. Anyway, when the Rotarians of Hamilton, Ont., challenged the Rotarians of Brantford, Ont., to mortal combat, their proud boastings were met with defiance and a battle royal was arranged to take place on the beautiful links of the Hamilton Golf Club, conceded to be one of the best on the continent.

Buckling on their armor, gripping their clubs, and mounting their speedy cars, the Brantfordians scorcht, all eager, to the fray. Soon they arrived on the field of battle and were met by Big Chief Endow, Stuart Lees, Rev. "Bill" Sedgwick and other representatives of this particularly live organization, with the glad hand, the kind smile and the social soul of service. The teams, consisting of fifteen players, were started off in order of play and the battle was on.

Two most attractive golf medallions were specially designed and presented by Stuart Lees of Hamilton, one for the best net score made by a Brantfordian and one for the best score secured by a Hamiltonian, the former being annexed by Eddie Gould, "Very Good Eddie," one of the longest swatters in captivity, the other by Dr. "Bill" Sedgwick, ex-president, excellent parson, and all round good fellow.

After the bugle call of "Cease Firing," a delicious repast was served at the Club House, and the evening past most happily with short, snappy speeches, good stories, and many expressions of mutual good wishes. A return match was of course arranged to be played at Brantford at an early date, where the Hamiltonians hope for revenge. Oh, yes, Brantford won by a safe margin.

#### 100% MEETING FOR GOVERNOR

The Rotary Club of Birmingham, Alabama, claims to have set a record at a meeting in October when District Governor Truman L. McGill made an official visit. The club had a one hundred per cent attendance record at this meeting. Most of the 161 members were in town and were present and those who were out of the city attended meetings of Rotary Clubs elsewhere during that week and received credit for attending their own club meeting. District Governor McGill is quite certain that President Bush and all the other members of the Birmingham club are to be congratulated.

#### "AID THE CHILDREN'S AID"

The Saskatoon (Canada) Rotarians, having adopted the Children's Aid Society of their city, have just completed their second annual campaign for funds, and raised \$5,800 on the strength of the slogan, "Aid the Children's Aid."

#### FLYING SQUADRON WORK

During the war, the Rotary club of Joplin, Missouri, organized a flying squadron to promote the different war causes in the country surrounding Joplin. The club is continuing the work now to meet other problems, chiefly promoting closer relations between town and country, boosting good roads and intensified farming. A program is carried out somewhat along the lines of a Rotary meeting. A special committee is appointed to advance acquaintanceship between farmers and their city brothers.

#### INTER-CITY PICNIC WITH LADIES

Ladies' Nights have been regular monthly features with the Charles City (Iowa) Rotary club.

A recent one was put on in the form of a picnic in conjunction with the business men of Marble Rock and their wives. The Rotarians were taken to the picnic grounds at Marble Rock by Rotarian Earl Ernsberger manager of the Charles City Western Railway Company on an "observation car" built on a flat which was attached to a special interurban. They took with them the Charles City band and the Weatherwax Brothers quartet. The Rotarians and ladies not only had a good evening's outing, but also did much to cement more closely together the friendship of the business men of both towns.

#### PIONEER DAY PROGRAM

Life as it was in the "Cowboy Capital" in the good old days was reproduced by members of

## Christmas and New Year's Greeting Cards



THE Century Engraving and Embossing Company respectfully solicits the privilege of executing your Christmas and New Year's Greeting Cards. It is equipped to handle this work promptly and artistically—the Rotary way.

Also Letterheads, Wedding Invitations, At Home and Church Cards, Business Cards and Announcements, Monograms, Crests.

Designs, suggestions and estimates cheerfully furnished. Send your orders in early.

Century Engraving  
and  
Embossing Company  
19 South Wells Street  
CHICAGO, U. S. A.

W. G. Hartung, President  
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Julius Biel, Secretary and  
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If your friends need any High Grade Help or want a High Grade Position, have them phone, write or call for details.

In 16 years we have satisfactorily placed over 300,000.

We need today—

5 Territorial Mgrs.	\$15,000
Office Mgr.	12,000
Advertising Mgr.	5,200
143 Salesmen, all lines	\$100 to \$300 & Com.
15 Cost Accountants	\$2,500-\$4,000
Several Bookkeepers	125-200
96 Office Clerks	75-150
24 Stenogs. and Typists	75-150
12 Industrial Engrs. and Executives	6,000
9 Supts. Shop and Factory	\$4,000-6,000
21 Draftsmen and Designers	to 3,000
6 Chemists, Iron and Steel	\$1,800 to 2,100

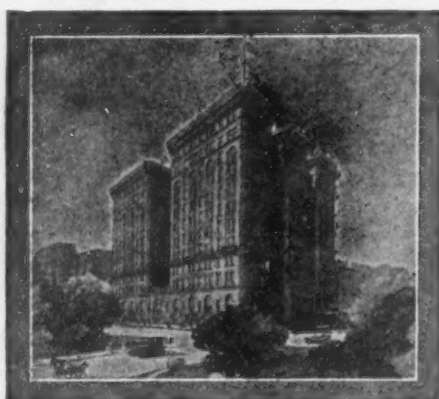
The Right Man for the Right Place

## BUSINESS MEN'S CLEARING HOUSE

Jas. O. Craig, Pres. (Rotarian)

209 1/2 SOUTH STATE STREET

CHICAGO



## Hotel Majestic

Central Park West at 72nd Street  
NEW YORK CITY

A hotel of distinction  
For guests of discrimination  
With tariff in moderation  
Near to the center of interest. Comfortably distant from the area of confusion.  
Stop at the Rotary Hotel next time you're in New York. You will have my personal attention.  
Write me for information budget with auto map, etc., sent gratis.

Rotarian Copeland Townsend  
Lessee-Director



## In the Heart of Chicago Hotel Sherman

Downtown Rotary Club Hotel

Write R after your name when you register (R)  
Luncheon of the Chicago Rotary Club every Tuesday and Rotary Round Table luncheon every day at this Hotel. Visiting Rotarians always welcome.



## When You Order Your Next Suit—

insist that it is interlined with ABSOLUTE Hair Cloth. The illustration shows a coat over two years old, note the smooth, soft roll effect of the collar and front. Then too—you'll not be annoyed with "needle pricks" in the arm pits for in

## ABSOLUTE Hair Cloth

"The Hair Can't Work Out"

GEO. S. COX & BRO.  
Inc.

Sole Makers of

ABSOLUTE  
Hair Cloth

Cambridge and Ormes Street  
PHILADELPHIA

## Fenton Gummed Labels

We have done two notable things in Gummed Label making that are not usually associated—raised the standard and lowered the price. We are making better labels at the same time that we are making them cost less.

Someone else's higher price may not be due to the desire for too much profit, but lack of right facilities.

No other concern has the equipment for making gummed labels of the better sort that we have—had to design some of our machinery ourselves.

Every part of this equipment means better labels for less money by cutting out cumbersome and time-wasting methods.

We say it boldly—No one else in the country can sell our kind of labels at our prices.

## Fenton Label Company, Inc.

Ninth and Thompson Sts.  
PHILADELPHIA, PA.

the Rotary club of Dodge City, Kansas, at a meeting at which oldest residents of the town were present. The opening feature was a concert by the cowboy band in front of the hotel, just as it used to be done. When the party went to the Rotary room they found it fixt up like an old-time bar, and everywhere in the room were signs suggesting some of the glories of the bar rooms of the '70's. Here the guests were welcomed with a speech recalling the old days. Gambling tables were in evidence and some of the "cowboys" broke up the meeting by shooting out the lights, and then led the men to the dining room. After dinner was served several of the guests told about the early days of the town, and of the different organizations which had built up the history of Dodge City.

## GET AWAY FOR BOYS' WORK

Preliminary to active work among the boys of the city, Cheyenne (Wyoming) Rotarians entertained about fifty boys at the monthly dinner meeting, each Rotarian having a lad as his special guest. Four of the boys made talks, chiefly on what the boys in Cheyenne needed in the line of amusement and recreation and what should be done to make good citizens out of themselves. One lad was insistent that a swimming pool would do a lot to solve the boys' problem. Rotarian Will Deming summed up the boys' talks and past their appeal on to the club.

## DOUBLE-HEADER MEETING

One of the newer Rotary clubs, Portsmouth, Virginia, had its first celebration for birthdays of members and listened to General Lejeune of the U. S. Marines on the same day. Three of the members had birthdays, and were the butts of good-natured fun and the recipients of many odd gifts. Then General John A. Lejeune, commander of the Second Division of U. S. Marines and Regulars at Chateau Thierry, told the club something of the activities of his men in France.

## EDUCATION FOR WORTHY BOYS

Believing that the training of young men to become useful citizens is most important, especially at this time, the Rotary Club of Dallas, Texas, has chosen to devote itself to helping worthy and ambitious young fellows to secure college educations. A loan fund is being raised which will be administered by a board of five Rotarians. In ten minutes at a club meeting, \$5,000 toward the fund was pledged. Aid will be given only to boys of Dallas and Dallas county after a thoro investigation as to their scholarship, character, and purpose in life. Funds will be advanced to them at four per cent interest to be repaid as soon after they finish school and begin earning an income as practicable.

## INTER-STATE ROTARY MEETING

Rotarians and their ladies of Evansville and Princeton, Indiana, and Owensboro and Henderson, Kentucky, enjoyed their second inter-city meeting of the year at Henderson during September. The first get together was held at Evansville in the spring. Many contests were put on, and amusing stunts were given by each club. Vice President John Dyer was present and spoke following the barbecue dinner. The bunch plans another meet within the next six months either at Princeton or Owensboro.

## FUND FOR SCHOOL GIRLS

A Rotary club scholarship fund for girls in Seattle high schools has been started by the



Seattle (Wash.) Rotary club. Twelve scholarships of \$100 each will be established. Administration of the fund will be in the hands of a board to be appointed annually, one by the superintendent of schools, one by the girls' student adviser and one by the president of the Rotary club. The fund will be revolving and loans will be made to deserving girl students.

#### GODFATHERS TO NEW CLUB

In a gayly lighted banquet hall of the Hamilton (Ohio) Country Club, Thursday evening, September 25, where were gathered some twenty-five members of the Cincinnati Rotary Club, and an equal number of those from the Dayton Rotary Club, the charter of membership in International Rotary was presented by Ned Hastings, President of the Cincinnati club to Chas. M. Brown, foster father of this new baby in Rotary—the Rotary Club of Hamilton, Ohio. Secretary Horace G. Williamson of Cincinnati Rotary was the district governor's special representative.

#### ROTARY STAGES FAIR PROGRAM

The program of events for "Wisconsin Day" at the Tri-State Fair held in Superior, Wisconsin, was in charge of the Superior Rotary club. Many different features were secured for the amusement of the crowds, from the bevy of bathing beauties to the drill between crack squads from two companies of the Superior state guards. Rotarians themselves put on several burlesque and novel stunts. One which attracted much attention was a race between "Bobby" Robinson in a miniature motor car (he had to dangle his legs thru the radiator), and Merwyn Whipple riding a bicycle. President Wentzel made his debut as an aviator.

#### COTTAGES FOR FRESH AIR CAMP

In August of this year, Detroit (Michigan) Rotary dedicated the third cottage furnished by the club to the fresh air camp for poor kiddies. Back in 1916, the camp was first brought to the attention of Rotarians and they gave a cottage and furnished money sufficient to send 100 children to the camp for two weeks. The following year a second cottage was built for the camp. Both of these cottages were used for crippled children. This year after dedicating the third cottage, Rotarians raised \$1,025 for a camp fund which will be disbursed under the direction of a special committee of the Rotary club. It is expected that this fund will serve to start off the camp for the 1920 season.

#### GET-TOGETHER PICNIC

An old-fashioned picnic was enjoyed by Rotarians of Lafayette, Logansport, Kokomo, and Frankfort, Indiana, at Frankfort. The Logansport bunch had a brass band with them. All forms of carnival contests were put on, as well as a baseball game and golf matches. One of the features was the old-time square dances. There was even a cake-walk.

#### AIR TRANSPORTATION

Rotarians of Jamestown, New York, had a fine meeting address by M. W. Geer, president of the All Metal Aeroplane Company of New York City. This company is building its first all metal airplane in Jamestown. Mr. Geer told of the history and development of the airplane industry and his belief in its future. Looking forward to commercial airplane routes, Mr. Geer

urged the club to investigate the establishing an airplane field, and a committee is now hard at work on the proposition.

#### CLUBS HAVE SECOND REUNION

The second annual reunion of the Warren and Youngstown, Ohio, and Sharon and New Castle, Pennsylvania, Rotary clubs was held in Packard Park at Warren during September, with an attendance of nearly 250. District Governor John R. Bentley (10th District) of Cleveland gave an interesting address and brief talks and entertainment stunts were provided by each club. The next annual reunion is to be held in New Castle.

#### THE "CHARITY INITIATION"

Tampa (Florida) Rotarians recently pulled

off an initiation stunt that was decidedly a surprise to the initiates. It was called the "Charity Initiation" and was put over by George Broadhurst as the "Obliging Obligator." After an exhortation as to practices of Rotary, the candidates were told that they were to be given the "charitable degree" and after some impressive preliminaries, they started to repeat the obligation word for word after their "Obliging Obligator." When they had finished they discovered that they had pledged, vowed, and promised as well as begged and implored to contribute ten dollars toward a fund to provide an outing for the kiddies in the children's home. When the degree was finally bestowed, the two new members were told to collect sufficient funds for a picnic from the older Rotarians lest they have



These are the 5 self-starting keys

## Found! A New Helping Hand for Business

The Self-Starting Remington Typewriter is translating lost time into saved dollars.

How?

See those little keys—those 5 fingers on this Remington Self-Starter!

They take the stutter out of type-writing and 12 halts out of the average business letter. Users tell us that they put more letters in the business day, more ease in the typist's day and more money in the cash box.

A typist says, "The Self-Starting Keys let me do real touch typewriting. I never have to take my eyes off the notes." A railway operator says, "With the Self-Starting feature, I find that I can

make greater speed and turn out almost double the work."

Of course no one advertisement can explain the details of the Remington Self-Starter. But the Remington salesman can. In 177 American cities he is as near as your telephone.

Give him 10 minutes of your time. See if he doesn't give you the secret to time savings which, if mentioned here, you might call impossible.

As a matter of daily business, the Remington salesman and the Remington Self-Starter are helping American business to prove savings of business time and business money. Won't you have some of the same?

REMINGTON TYPEWRITER COMPANY,

374 BROADWAY

(Incorporated)  
Branches Everywhere

NEW YORK

**REMINGTON TYPEWRITERS**

## The Gold Stars on your Service Flag

SUITABLE RECOGNITION of the patriotic service and sacrifice of the Nation's defenders who have gone from your organization calls for a form of tribute that is worthy, dignified and permanent.

Matthews Honor Rolls of beautiful, everlasting bronze will serve to perpetuate the memories of those who responded so nobly to their country's call.

Designs in many varieties, fitting for clubs, churches, industrial organizations, fraternal orders and municipalities are pictured in our catalog.

Write for a copy.

ROTARIAN

**CARL E. NORD**  
305 METROPOLITAN BUILDING  
Sioux City, Iowa

Representing the  
JAS. H. MATTHEWS CO.  
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**"CUESTA-REY"**  
CLEAR HAVANA CIGARS  
MADE IN BOND  
of the  
Finest Imported Cuban Tobacco  
Sold by all best dealers.

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## Visiting Europe?

For Rotarians and their families and friends—only one best way—"Rotary Way." Particulars now to secure this most important but limited "Service" for 1920 and onward from

LUIGI NOVELLI, Rotarian,  
346 Kensington Road, London S. E. (England)

Perhaps in your plant a number of expensive materials can be replaced to advantage by

## VUL-COT Fibre

(a higher development of vulcanized cotton fibre)

For insulating purposes it is fast supplanting mica, porcelain, hard rubber and glass.

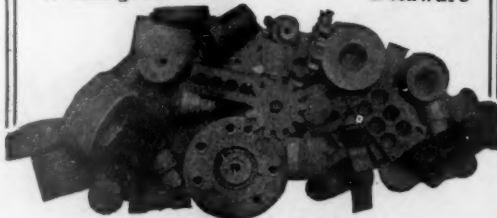
For noiseless gears and countless other machine parts, it is taking the place of rawhide and similar substances.

Wherever used, *Vul-Cot* Fibre gives maximum wear and reliable, economical service.

Write for samples, prices, etc.

**American Vulcanized Fibre Co.**

524 Equitable Bldg.  
Wilmington Delaware



## "C & C"

(Cantrell & Cochrane's)

Ginger Ale

The  
Champagne  
of Ireland

Over fifteen centuries ago St. Patrick's Well in Dublin was famous throughout Ireland.

Today the waters of this historic well are drunk the world over in "C & C" Ginger Ale.

"C & C" has the life, the sparkle, the delicious crispness of champagne, without the fire.

See that you have "C & C" at the Club weekly luncheon and the monthly dinner and order in a dozen of "C & C" for your home.

Made by CANTRELL & COCHRANE, Ltd.

(Established 1852)

DUBLIN & BELFAST

Agents for U.S.A., Messrs. Edward & John Burke, Ltd., 616-620 West 46th St. NEW YORK who will give full information to Rotarians as to nearest point from which to obtain supplies



## Memorial Church Windows

For work of the highest type write to Rotarian Henry Keck, 216 W. Genesee St., Syracuse, N. Y. To save delay please state size, shape and number of windows desired. Special designs made free of charge.

## LABELS, PRINTED CARTONS

THE KEHM-FIETSCH & MILLER CO.

430 WEST ERIE STREET, CHICAGO  
KARL R. BENEDICT, Rotarian

too vague an idea of charity. Sure, the kids had their picnic!

## PERSHING GUEST OF NEW YORK

Rotarians of New York City are congratulating themselves on having had the privilege of entertaining Rotarian General John J. Pershing, even if it was only for a short time. It happened that the famous jazz orchestra from the St. Francis Hotel at San Francisco was to play for the club on the same day, so the general got a rousing welcome from Rotarians while the orchestra was playing "Hail to the Chief." The club presented to General Pershing an American flag. In accepting it he made a short speech and expressed appreciation of the patriotic work of Rotarians during the war. Because of the many demands on his time, General Pershing had to retire from the meeting as soon as he had accepted the flag, but he shook hands with everyone he could reach on his way to the door. He also was presented with a Rotary button made of platinum with a diamond center.

## BACK OF THE BOY SCOUTS

The Boy Scout movement in Stockton, California, is being lookt after by the Rotary club. Last June the club assumed responsibility for the Scouts' \$6,000 budget. A man is hired to give his entire time to the boys. A permanent camp in the mountains about a hundred miles from Stockton has been provided. This summer Rotarians took the scouts to the camp, the members using their own cars and trucks. When the two weeks' stay was over, the Rotarians went up and got the boys and brought them home.

## HELP MOVE STORE

All Syracuse (N. Y.) Rotarians turned out to help George D. Kirtland, past president of the club, move the last bits of stock from his stationery store to the new location. His arms laden with merchandise, each Rotarian marched thru the main streets behind the Masonic band, to the new store where bundles were laid aside and the place inspected. The members returned to the old store and were served luncheon on the counters, which had been arranged as tables. One of the Kirtland Company's employees presented Rotarian Kirtland with a beautiful bunch of flowers. In responding he said: My employees made me. We are one big family."

## SCOUTS AND "ROTES" PICNIC

A ball game between the boys and the Rotarians was the main feature of the picnic which the Lewistown (Montana) Rotary Club gave to the Boy Scouts of the city. According to Rotarian Hirst, the club correspondent, the game was a scream. Anyway, the men won it. There were races of all kinds for which prizes were offered. The boys made up for the ball game by pulling their hosts all over in the tug-o-war. While the eats were being disposed of, it was voted that the picnic be an annual one.

## ST. PAUL AIRPLANE LUNCHEON

About three hundred St. Paul Rotarians and their families had an aviation picnic luncheon at the Curtiss Flying Field just outside the city. A big Martin bomber, one of the U. S. Army planes which are flying around the rim of the U. S., was stopping at the field and a favored few Rotarians were taken up in it. Later Colonel



Hartz of the bomber told some of his experiences on the "round-the-rim" flight and urged business men to see that adequate aviation fields were established to take care of the future developments in aviation.

Several Rotarians who drew lucky tickets in a lottery, flew around in some of the Curtiss airplanes. Also Mrs. J. C. Enright, the wife of one of the members, and Lenore Yeager, 11-year-old daughter of a Rotarian, had the privilege of flying.

W. A. Kidder, president of the Curtiss, Northwest Company, who had charge of the air program, told some of the commercial possibilities of aviation. When lunch was served, the guests of honor were seated at covers which were laid on the lower wings of two planes.

#### HOSTS TO KIWANIS CLUB

The Gadsen (Ala.) Rotary club marked the entrance of Kiwanis to the city with a picnic supper and entertainment in honor of the new club at the mountain pavilion. A feature of the evening was a spelling match in which Indian names were given to the guests who failed to spell them, and which were spelled correctly by the Rotarian team—which had been studying them for some time. Another "stunt" was the wedding of Noccalula, Indian princess, represented by W. S. Vance, to Professor W. S. Griggs, named as most handsome of the paleface tribe. At the last moment, the princess stopped the ceremony, saying the paleface was too old. A dance concluded the entertainment.

#### BUILD BOY SCOUT LODGE

Rotarians of Sault Ste. Marie, Michigan, took an afternoon off, donned their old clothes, and equipt with hammers, saws, and other implements set out for the site of the Boy Scout camp. Here they laid the floor of the lodge, raised the walls and put on the roof. Two Rotarians provided lemonade and sandwiches for refreshment. When the Rotary crew stopped the building was completed except for the porch. The lodge is 18x36 feet long, 9½ feet high, and the porch will be 9x30 feet. When the building is ready for use, the club plans a housewarming for the four Boy Scout troops of the Soo.

#### RIVER OUTING FOR ORPHANS

Orphan children of Poughkeepsie, N. Y., were treated to a day's outing on the Hudson by members of the Rotary club. A steamboat was chartered to take the children to Kingston Point, where they had a splendid romp with the Rotarians. Luncheon was served on the boat.

Rotarians Arthur Smith, William Smith and J. Stuart Bates were hosts to the club for luncheon at the new factory of Smith Brothers, and conducted the guests thru the plant, showing them the methods of manufacturing cough drops.

Poughkeepsie was one of the four clubs which held a get-together meeting at Newburgh. The other two were Kingston and Middletown. There were baseball, tennis and golf games and other sports, with a dinner in the evening.

#### MEETING WITH TEACHERS

The Rotary Club of Wilson, North Carolina, at a regular meeting had as its guests the superintendent of public instruction and all the teachers from public schools in Wilson. It is

considered the greatest meeting in the history of the club, as it started a cooperative effort to develop the youth of the city along the right lines, building up the character of the boys and girls. The boys' work movement is on the hearts of the club members now, and they are confident of good results in this work.

#### ROUSE COMMUNITY SPIRIT

At one of their regular luncheons, Rotarians of Buckhannon, West Virginia, decided to promote the idea of a community center or a Y. M. C. A. As a result, the citizens are enjoying community songs and get-together meetings in the courthouse square. Also the "Y" is being started off with the building of a hut.

#### MAGAZINE MEETING AT SAGINAW

The Saginaw (Mich.) Rotary club recently devoted a meeting to THE ROTARIAN, and as a result the members gained a new idea of the official Rotary magazine and a new interest in it.

Every feature of the program dealt directly with the magazine. Roll call was responded to by an answer of yes or no as to whether the member was a regular and thoro reader of it.

A short talk was given on it, in which its particular merits and its value to the members were pointed out and the point was emphasized that as the trade magazine of International Rotary close touch with it is essential to the good Rotarian. A number of extracts from the magazine, covering a wide variety of subjects and



## International Service

THE service that goes with a motor truck is of even more importance than the truck itself. Our motto is "Service With Every Sale."

In the International we have a truck that carries capacity loads day in and day out, with only normal wear.

Yet, dependable and sturdy as it is, the International, like any other truck, occasionally requires service in the way of adjustment and repair. When you own an International you get that service promptly.

We have ninety-two Company branches in the States, every one fully stocked with repair parts, and each equipped with its corps of experts. A telephone call to any International Motor Truck dealer puts our whole organization at your service and brings assistance promptly.

Our aim is to take as good care of our customers as you do of yours, to keep them so well satisfied that we can always use their names as references when trying to sell a prospect. This is what we mean by service.

International Motor Trucks are made in four sizes—¾, 1, 1½ and 2-ton capacities. There is a style of body for every hauling requirement. You can see the truck at the salesroom mentioned in the address below, or we will send you the name of our dealer in your neighborhood on request.

#### MOTOR TRUCK DEPT.

International Harvester Company of America

Chicago

(Incorporated)

U S A

**T**HERE ARE MANY water heaters; but the kind built by this client of ours differed so widely in construction that a great deal of technical explanation was necessary to sell it.



His appropriation was small, so that his advertising required mighty careful handling. Yet we were able, through our service, to help him make a very satisfactory showing on his year's business.

Write us now, about that advertising problem of yours.

## McAdam Advertising Service

Wheeling W. Va.  
Will McAdam, Rotarian



### The Possession of Sessions' First Mortgages

has always indicated mature investment judgment. It is an absolute assurance of the return of the principal and the interest.

Whatmore, it insures a liberal interpretation of SERVICE. The Sessions Loan & Trust Company collect interest and principal for their clients. They attend to the many details necessary to insure the absolute safety of the funds, and act as agents for their clients without expense to them.

VERMONT SAVINGS BANKS AND INVESTORS, are known to be the most conservative in our Country. The laws of Vermont regulating the investment of their savings bank funds are very stringent.

Vermont Savings Banks have been buying our First Mortgages for many years and are our largest clients.

The reason is obvious. Thirty-two years without the loss of a copper cent to any of our clients have earned for us our slogan

**"SESSIONS STANDS FOR SAFETY"**

Send for interesting booklet and list of 6% Mortgages.

Rotarian Moultrie M. Sessions, President.

**SESSIONS LOAN & TRUST COMPANY**  
Established 1887 MARIETTA, GA. Drawer 376

Houston, Texas

## Hotel Rice

B. B. MORTON, Mgr., Rotarian  
Rotary Club Luncheons held here Thursdays, 12:15.  
Visiting Rotarians Welcome.

Salt Lake City, Utah

## Hotel Utah

OEO. O. RELF, Gen. Mgr., Rotarian  
Rotary Club Luncheons held here Tuesdays, 12:15  
Visiting Rotarians Welcome

dealing with many different phases of Rotary work, were read.

This meeting has undoubtedly led to a better understanding and appreciation of THE ROTARIAN and of its relation to Rotary work and has brought the members to a realization that the magazine is their peculiar publication, devoted to their interests, and of very positive value to them.

The Saginaw club has adopted a competitive plan of operation which was intended to stimulate interest and produce a better series of programs. The club has been divided into four teams, each with its captain and lieutenant. Each team in turn, is responsible for a program, working in conjunction with the club's regular entertainment committee. The entertainment committee is thus a sort of advisory board, while the programs are in the main originated, prepared, and presented by the teams.

At the close of each meeting a committee of judges meets and rates the meeting according to the following system:

- |  | Points |
|--|--------|
| 1. ETHICS OF ROTARY.   | 30     |
| Is the program in keeping with Rotary principles?  |        |
| 2. ENTERTAINMENT DERIVED.  | 25     |
| To what degree is the program entertaining, interesting, and instructive?  |        |
| 3. PUNCTUALITY.  | 20     |
| Is the meeting started at 12:15 and closed at or before 1:30, and were the events scheduled to give each its proper share of the time? |        |
| 4. MANNER IN WHICH MEETING IS CONDUCTED.   | 10     |
| Smoothness, "Pep," sustained interest and general tone.  |        |
| 5. ORIGINALITY.  | 10     |
| A new idea or an old idea presented in a new way. A unique meeting, etc.   |        |

There is, of course, keen rivalry between the various teams and a constant effort to secure a higher percentage on each meeting than any team has yet been accorded—to make each meeting better than the last one. So far this plan has been extremely successful.

The plan also provides for stimulating attendance, not only thru the lure of better meetings but thru an attendance contest.

That the meeting which featured THE ROTARIAN was considered interesting, valuable, and thoroly in keeping with the ethics of Rotary is shown by the fact that it received as high a percentage, in the verdict of the judges, as has been given any meeting yet held. It was conducted by team 4, whose captain, John G. Cummings, was responsible for the idea and its successful carrying out.

### One-Sided Talk

Irate Intruder—Look here! You've been in this telephone booth for half an hour and haven't said a word. Now, come out and give me a chance.

Occupant of Booth—I am talking to my wife, sir.—Western British American.

## Club Notes

A get-together meeting was held by the Franklin and Seymour (Indiana) Rotary clubs. John Dyer was the speaker. Roscoe Gilmore Stott gave a fine toast on "What a Rotarian Is." Amusement was furnished by eight Rotarians in ballet costume who interpreted Hawaiian dances.

Kalamazoo (Michigan) Rotarians held a picnic with the Kiwanis Club. Baseball games, golf, and all sorts of races and contests helped make things merry.

Rotarians of San Francisco, California, joined with other business men's organizations in a luncheon to Secretary of the Navy Daniels and Admiral Rodman of the U. S. Pacific Fleet.

The Rotary clubs of Portland, Ore., and Honolulu, T. H., cooperated with other clubs in welcoming Secretary Daniels to their respective harbors, when he visited them with the U. S. Pacific Fleet.

City officials, and county and state health officers were guests of the Rotary Club of Shawnee, Oklahoma, at a meeting devoted to the subject of establishing a clinic for venereal diseases.

Shawnee (Oklahoma) Rotarians turned over a meeting to the good roads committee who secured county commissioners to explain their program for road improvement. Leading men of the county who are interested in good roads were also guests.

At the annual Labor Day program of the Shawnee (Oklahoma) Rotary Club; each member had as his guest one or more of his employees. The state commissioner of labor talked on employers and employees. The club is outlining the year's program on this question and hopes to do some constructive work.

"The Rotary Fly Wheel" is the title of the publication of the Rotary Club of Belfast, Ireland. It is an eight-page monthly, and brimful of news.

A committee of the Rotary Club of Marshall, Texas, by a canvas of the citizens, raised \$1,100 for the sufferers in the Corpus Christi disaster.

Providence (R. I.) Rotarians joined with the Chamber of Commerce, Kiwanis Club and other clubs in the city in a luncheon at which Lieut. Commander A. C. Read of the N. C.-4 was the guest of honor.

Ten members of the New Rochelle (N. Y.) Rotary Club accompanied a fellow townsman, Sergeant John J. Finn, to New York City where he received the Medaille Militaire from the French Government. Sergeant Finn also has the French War Cross and the American Distinguished Service Cross.

Beaver Falls (Pa.) Rotarians were the dinner guests of Rotarian T. J. Moulthrop of the Moulthrop Steel Products Company, at the factory of the company.

City officials were guests of the Rotary Club of



Lynchburg (Virginia) at a meeting at which proposed civic improvements were discussed. The city fathers were entertained by a clever take-off on a council meeting.

By holding family picnics and meetings in the country, Joplin (Missouri) Rotarians get around holding hot meetings in town during the summer months. One year, the club rented an inn up in the mountains for the summer season.

Joplin (Missouri) "Rotes" entertained the clubs from Carthage, Miami, Parsons, Pittsburg and Springfield at an all-day family picnic at the country club. Bob Timmons, governor of the 17th District, and Mrs. Bob, were guests.

Fort Worth (Texas) Rotarians and their families had their first entertainment of the season at a barbecue dinner at Glen Garden Country Club. All sorts of contests were put on and prizes given. Dancing concluded the evening's enjoyment.

Members of the Halifax (N. S.) Rotary Club gave up one meeting to a program of the city's needs, which included more advertising, more population, more manufacturing and more godliness.

Buckhannon (W. Va.) Rotarians and their families didn't know what a fine friendly time they could all have together until after the first Rotary picnic was held.

Key West (Florida) Rotary claims a record for service men. Thirty-one per cent of its membership entered military service.

"Constitution Day" was observed by the Rotary Club of Berkeley, California, with a suitable program including the history of the U. S. Constitution and the government instituted under it.

Youngstown (Ohio) Rotarians are backing a campaign to obtain a million dollar post office for the city.

Raleigh (N. C.) Rotarians were guests of the Wilson (N. C.) Rotary at a dinner meeting, at which the chief discussion was on Boys' Work.

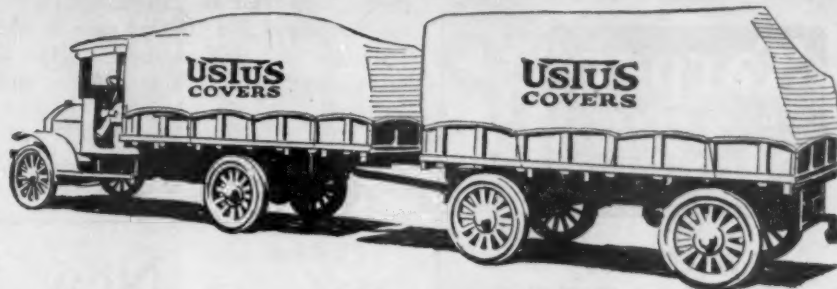
West Virginia Rotary clubs each had a "Constitution Day" program, September 17, the anniversary of the adoption of the Constitution of the United States.

Pottsville (Pa.) Rotary thought it needed a bit of loosening up, so a "wind-bag" contest was staged; five Rotarians completed for an oratorical prize, all five declaiming at the same time.

A review of the page advertisements of Rotary which have appeared each week for four years in different New York newspapers convinced the New York Rotary Club that this is a fine way to bring desirable publicity to the public and it was decided to continue the weekly Rotary pages in the papers.

Merrill (Wisconsin) Rotarians were hosts during September to members of the Stevens Point, Wausau, Grand Rapids and Marshfield Rotary clubs at a barbecue picnic. Governor Craddick of Minneapolis was a guest.

Stockton Rotarians were guests of the Sacra-



## Ustus Covers Protect Truck Loads

Protect your valuable loads of merchandise against dust and dampness with Ustus standardized, guaranteed canvas covers—the only guaranteed line manufactured.

The Dafoe-Eustice Company Inc., also make Ustus automotive specialties of canvas and imitation leather. Send for catalog on Ustus products today.



### Features of USTUS Limousettes

Provides closed car comfort in bad weather.  
Is combined with standard Ford body and top without alterations.  
Eliminates inconveniences of awkward side curtains.  
Instantly converted into open or closed car. Gives clear vision from front or sides.

## Dafoe-Eustice Company, Inc.

Manufacturers

1195 W. Jefferson Ave. Detroit, Mich.

## Style and Stability

### DIAMONDS AND GLASS BEADS

If a man tried to sell you a string of glass beads by saying they were just as good as diamonds you'd feel like having him pinched—especially if he wanted the diamond price for his junk. Well, the same line of reasoning applies to the common or garden variety of dining chairs and

## Charlotte Diners

Every Charlotte Diner is permanently locked in the joints which absolutely prevents wobbling or squeaking. The stock used in Charlotte Diners is much heavier than the stock used in ordinary diners. All bent parts are steam bent instead of sawed, which means that Charlotte Diners are as strong and sound as seasoned wood can make them.

And yet ordinary dining chairs cost as much as Charlotte Diners. Don't pay a diamond price for glass beads. Tell the salesman you want Charlotte Diners and insist on him showing you the Charlotte trade mark under the seat.

Charlotte Diners are built right by a mighty particular Rotarian—

BILL GRAHAM,

CHARLOTTE CHAIR COMPANY  
CHARLOTTE, MICHIGAN



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Convincing Copy for National Accounts



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"The Famous Hofbrau"

Broadway and Thirtieth Street  
NEW YORK

Quaintest Place in America

A Wonderful Restaurant

August Janssen, Rotarian

Branch at New Haven, Conn.



## KARPEN TRADE-MARKED FURNITURE

Our trade-mark on every piece sold under the Karpen guarantee is your assurance of quality.

Your local furniture dealer will take pride in showing you Karpen pieces from our extensive lines.

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DESIGNERS AND  
MANUFACTURERS

Chicago Michigan City New York

*Rotarian George C. Brown,  
Managing Director of the*

## Hotel Martha Washington (Woman's Hotel)

29 East 29th St., (near Fifth Ave.)  
NEW YORK

Extends a cordial invitation to the wives, daughters and women friends of fellow Rotarians to stop at his hotel when visiting the metropolis unaccompanied.

There are 500 spotless rooms. Rates \$1.50 per day and up. For parties of five or more a large room at \$1.00 per day per person. A special feature is our excellent Table d'hôte luncheon at 40 cents; dinner at 50 cents.

Comfort, Convenience and Protection, all important to the woman traveler in the metropolis, are found at the Martha Washington in their highest degree.

*Illustrated booklet, "Who's Who,"  
giving the names and vocations of  
227 New York women, sent Free.*



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Fine Book and Catalogue  
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Providence, R. I.

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mento (California) Rotary Club at the Sacramento State Fair on "Rotary Night." One of the features was a trotting race in which four Rotarians took part as drivers. The Governor and other officials were present and made speeches.

*The Whoop'er Up* is the name given to the new

publication of the Rotary Club of Miami, Oklahoma.

During the homecoming festival for returned service men, the Rotary Club of Independence, Iowa, financed a Salvation Army hut and secured overseas workers to serve doughnuts, coffee, and cigars to the boys.

## New Rotary Clubs

The following Rotary clubs have been elected to membership in the International Association of Rotary Clubs since the last list was published in the July issue:

WILLISTON, NORTH DAKOTA, CLUB No. 517  
Special representative, A. E. Long of Minot; president, Clarence E. Blume; secretary, Frederick P. Bergman.

VICTORIA, TEXAS, CLUB No. 518  
Special representative, Elijah Coles of Houston; president, Dr. Frederick B. Shields; secretary, A. F. Knowlan.

McKINNEY, TEXAS, CLUB No. 519  
Special representative, W. C. Temple of Dallas; president, A. E. Booth; secretary, Will J. Rhea.

JONESBORO, ARKANSAS, CLUB No. 520  
Special representative, E. M. Allen of Helena; president, V. C. Pettie; secretary, A. J. Scott.

LE MARS, IOWA, CLUB No. 521  
Special representative, Ralph A. Gaynor of Sioux City; president, James C. Gillespie; secretary, Anton J. Sartori.

MARSHFIELD, WISCONSIN, CLUB No. 522  
Special representative, A. H. Zimmerman of Wausau; president, I. P. Tiffault; secretary, John Hasselbalch.

STILLWATER, MINNESOTA, CLUB No. 523  
Special representative, Harry B. Craddick of Minneapolis; president, George V. Bancroft; secretary, R. John Tuttle.

ANGOLA, INDIANA, CLUB No. 524  
Special representative, B. J. Griswold of Fort Wayne; president, Harvey W. Morley; secretary, Royal J. Carpenter.

MARSHALL, TEXAS, CLUB No. 525  
Special representative, Robert P. Dorrough of Texarkana; president, I. Hockwald; secretary, Charles W. Pierpont.

NEWCASTLE, INDIANA, CLUB No. 526  
Special representative, Ed Toner of Anderson; president, Albert D. Ogborn; secretary, Edgar L. Llewellyn.

BERWICK, PENNSYLVANIA, CLUB No. 527  
Special representative, T. J. Purdy of Sunbury; president, Ernest Muster; secretary, H. T. Waldner.

BLACKWELL, OKLAHOMA, CLUB No. 528  
Special representative, Leonard H. Bailey of Oklahoma City; president, John J. Thayer; secretary, F. W. Wiles.

MOUNDSVILLE, WEST VIRGINIA, CLUB No. 529  
Special representative, W. J. Frankston of Wheeling; president, Roy C. Loudin; secretary, Charles E. Carrigan.

INDEPENDENCE, IOWA, CLUB No. 530  
Special representative, John E. Simpson of Waterloo; president, Howard Webster; secretary, Harry C. Keith.

BEDFORD, INDIANA, CLUB No. 531  
Special representative, J. E. P. Holland of Bloomington; president, Henry P. Pearson; secretary, Rev. A. Elliston Cole.

LAUREL, MISSISSIPPI, CLUB No. 532  
Special representative, Hillrie M. Quin of Meridian; president, T. W. Yates; secretary, T. C. Thompson.

SANDUSKY, OHIO, CLUB No. 533  
Special representative, Sam Squires of Elyria; president, W. S. Edmund; secretary, J. B. Arbour.

AMSTERDAM, NEW YORK, CLUB No. 534  
Special representative, G. Wm. McEwan of Albany; president, Gilman P. Tiffany; secretary, Earl O. Stowitz.

SAYRE, PENNSYLVANIA, CLUB No. 535  
Special representative, Hart Seely of Waverly; president, Charles L. Lewis; secretary, Frank E. Wood.

OPELIKA, ALABAMA, CLUB No. 536  
Special representative, Thomas H. Edwards of Montgomery; president, Isham J. Dorsey; secretary, John J. Banks.

STURGIS, MICHIGAN, CLUB No. 537  
Organized by Governor H. E. Van de Walker of Ypsilanti; president, C. W. Kirsch; secretary, Paul R. Bishop.

HAMILTON, OHIO, CLUB No. 538  
Special representative, Horace Williamson of Cincinnati; president, Rev. Charles Matthew Brown, D. D.; secretary, F. D. Chadwick.

NEW ROCHELLE, NEW YORK, CLUB No. 539  
Special representative, G. A. Ankerson of Mt. Vernon; president, William Judson Clark; secretary, Leroy Frantz.

WHITE PLAINS, NEW YORK, CLUB No. 540  
Special representative, Clinton E. Achorn of New York City; president, J. Crawford Stevens; secretary, Walter W. Westfall.

UNIONTOWN, PENNSYLVANIA, CLUB No. 541  
Special representative, W. B. Lucas of Greensburg; president, H. H. King; secretary, F. W. Newhall.

NATCHEZ, MISSISSIPPI, CLUB No. 542  
Organized by Governor Benjamin C. Brown; president, Edwin H. Henderson; secretary, Charles F. Engle.

EAST MOLINE, ILLINOIS, CLUB No. 543  
Special representative, E. C. Fisher of Rock Island; president, John W. Casto; secretary, Homer J. Banta.

MARIETTA, GEORGIA, CLUB No. 544  
Special representative, Ex Rotarian J. W. Hancock of Macon; president, J. W. Hancock; secretary, J. R. Brumby.

SHANGHAI, CHINA, CLUB No. 545  
Special representative, Roger G. Pinneo of Seattle, Washington; president, Dr. Julian Pettit; secretary, George L. Treadwell.

GENEVA, NEW YORK, CLUB No. 546  
Special representative, Clay W. Holmes of Elmira; president, Edward S. Dean; secretary, W. A. Gracey.

PEEKSKILL, NEW YORK, CLUB No. 547  
Special representative, Graham Witschief of New-



burgh; president, Wm. H. MacKellar; secretary, Harry W. Cortiss.

### Work in Other Cities

In addition to the foregoing, there are eight clubs that have been fully organized, whose application for affiliation will soon be acted upon by the Board of Directors.

There are also one hundred sixty-eight towns and cities which are being surveyed by the district governors or their special representatives.

Chairmen of organizing committees have been appointed in forty-nine towns and cities where the work of organizing Rotary clubs is going on with the sanction of the Board of Directors.

### The Successful Club

THE Instigator is constrained to ponder the thought as to what goes to make a successful Rotary club, and after due consideration, these few ideas are offered as a mere starter toward the final conclusion:

Numbers alone do not spell success. If half of the members are inactive the club would be more of a success if the membership were cut in two and only those really active retained.

The greatness of a city does not make one whit less the responsibility of its Rotarians in the matter of attendance. If attendance is the price of membership it applies equally to the man with a big bank roll as well as the little fellow who just manages to keep three jumps ahead of the wolf.

Too many members are taken in on subterfuges, when their real classifications are already filled. It is much easier to get them in than to lose them, and every one taken in on a doubtful classification is just one more mistake to be corrected.

There still seems to linger the idea in the minds of some Rotarians that Rotary is primarily a business-getting organization, and they can't seem to rise to the exalted ideal of SERVICE ABOVE SELF.

Some Rotarians who have done good service in Rotary seem unwilling to concede that others have developed sufficient ability to take over the responsibilities which they have long assumed.

When a Rotarian has developed and given good service to this club he should be ready and willing that others should come up and take his place, that they, also, may have an opportunity to develop and give of their talents. Selfishness has not entirely been wiped out and each should search himself to see if this one fault is getting the best of him.

—The Rotator, San Diego, Calif.

### The Coat Fit

VERY recently I stepped into the shop of a past Rotarian (one who had been automatically dropped) and while conversing with him I espied a copy of our club publication on his desk. My attention was particularly drawn to this paragraph:

"Some members do not appreciate Rotary—and the privilege of belonging to the Highland Park Rotary Club—while others, like Jack Read, do consider the privilege highly and do not hesitate to tell the club about it. If you're glad you're a Rotarian, say so—and if you're not, FOR THE LOVE OF PETE, NOBODY IS HOLDING YOU."

"What's the decoration around the paragraph for?" I asked.

"Well, I'll tell you, Harry; that seemed to just about fit me. I did appreciate Rotary, but

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I felt that I was impeding its progress, so I took my button off and stayed away from the meetings."

Now, I couldn't see it that way, so I dug a little deeper and found that a perfectly good Rotarian who had attended the meetings better than the average and enjoyed them, had grown to feel that he was not doing as much as some of the fellows; felt that he was an impediment to our club; said he could not speak—"would drop dead if ever called upon to do so"; had never been asked to do anything in the club, and every time he read a few lines such as the above he thought they were for his especial benefit.

He said the coat seemed to fit, so he put it on.

Following my chat with him I am convinced that the club assisted him with his coat.

He was good Rotary timber—just a trifle rough, but with a little helpful co-operation from the club members he would have finished into a fine product. Said he couldn't speak. All rot! I enjoyed my half hour with him, and with a little encouragement he could have entertained our club. A willing worker—but never asked to work. And because he felt that he was a drone he quickly dropped out to make room for some one else who might be more helpful to Rotary.

I think in this particular case our club was partly to blame, and I suggest that as a preventive against the duplication of such an occurrence that we endeavor to:

1. Dine with a different member each Tuesday.
2. Take a little time to interest ourselves in those we are less familiar with—not only at the meetings, but at their places of business.
3. Talk Rotary occasionally—obtain one another's views and suggestions.
4. If you have anything you think interesting, stand up and tell us about it.
5. Cooperate—pull together—make every member feel that he is a helpful cog in our Rotary wheel.

—Harry A. Sisson, Rotary Club of Highland Park, Mich.

**A Young Man's Future**

A YOUNG man came into the library director's office and said: "I am a graduate of the High School; have had six months' course in a business college and am now employed as a salesman in a large wholesale house. Some day I hope to be district manager or general manager with this or some other company. I want you to outline for me a course of reading that will prepare me, so far as study can, for such a position."

The course was worked out and that young man and several others have made good use of it. It includes these subjects:

Inspiration, as found in scores of books that give advice on how to make good and how to get ahead.

Business English, letter writing, public speaking, commercial law.

Economics, labor problems, sociology, welfare work, psychology.

Commercial geography, industrial and commercial history.

Bookkeeping, accounting, money and banking, corporation finance, credit investments, stocks and bonds, taxation.

Business organization, scientific management, store and office methods.

Advertising, salesmanship, transportation, insurance, real estate.

The idea is that any young man who wants to prepare himself for a big business future should study carefully one or two good books on each of these subjects. There is not space to list here the titles of the books themselves, but the director and members of his staff will be glad to suggest specific books on request.

We asked Doctor Milam for this data with the thought in mind that perhaps some of us may have in our employ a young man, or several young men, who wish to grow and who need the information and inspiration that this reading will yield.—*Rotarygrams, Birmingham, Ala.*

**International Business**

The prohibition upon the re-exportation of American cotton has been abolished by Great Britain. British firms will now be able to export American cotton and cotton products to Germany.

\* \* \*

The foreign trade of Great Britain is still growing. The export figures for August are the highest on record, and the imports for the month were only exceeded in July. Exports consisted mainly of manufactured products.

\* \* \*

An electric street railway about 25 kilometers in length, is to be built in the city of Medellin, Colombia, S. A., and in Barranquilla an electric railway is replacing the former mule system. A new telephone system is also being inaugurated in the latter city. Preliminary surveys are being made for new railways which will open up important agricultural and dairying districts. The most pretentious undertaking, however, is the opening of the Bocas de Cenizas and the consequent transformation of Barranquilla from a river port to a seaport.

\* \* \*

To provide for the purchase of raw materials in Italy, the Italian Government has opened a credit of 60 million lire for the Government of Czechoslovakia.

\* \* \*

Kakichi Uchida, former vice president of communications of Japan, is in the United States with the intention of bringing before American business men the need of better cable facilities with Japan. At the present time the trans-Pacific cables are unable to meet the growing needs of business with the Orient.

\* \* \*

A representative of the Denikin government in South Russia stated, in a recent report, that South Russia can now export petroleum, flax, hemp, and potash in exchange for machines, agricultural implements, tools, etc.

\* \* \*

The "Recuperation and Restitution" service of the French Ministry of Industrial Reconstruction has made a report on its work of identifying and bringing back French machinery which has been carried off by the Germans. By the end of May, 18,511 tons had been shipped back, and substantial shipments have been made since that date; 20,000 tons more have been identified and are now awaiting shipment.



# Poisonous Dreaming

(Continued from page 237)

must continually remind ourselves of that for which this republic stands. If we are to journey forward safely, we must not forget the chart prepared for our guidance.

It must be borne in mind that true democracy means government by the people—thru their representatives. The power to govern must be kept by the people, and it must be exercised with their consent only by their representatives. These representatives must be charged in broad terms and thru statements of principles.

To go farther than that is to reach the same disastrous state in which Russia found itself when the radical element demanded that even commands in the army be first submitted to the soldiers for a vote as to their obedience of such orders.

To do less might dispossess the people of their right to select their own representatives.

Practical experience has shown the necessity in every large business of a manager or a board of managers to direct. The business of government can only be carried on sufficiently and safely in the same way. And it is not sufficient to preach efficiency for other businesses and leave it out of the government's business.

With representative government, then, combining all that is effective for the preservation of our rights, we come to understand that upon education and a keener conscientiousness in se-

lection of representatives rests the safety of the world.

War times compel a keener inspection of the various forces of the nation and uncovers the foul broods that in peace times have been overlooked. It is a time to take an inventory of all stock and clean the corners and send the rats scurrying. And so the temporary surrender of those things which in peace times are held most dear—costly as it may be—brings many compensations.

Not the least of these is a quickening sense of patriotism. Not a patriotism that extends only to your political creed or my political creed but that goes deeper—to the very heart of the government.

It is for these that the men of our army went out to fight, to brave the chance of mutilation and death itself, that all we hold most dear may be shielded against profanation; for our honor, pride, safety and freedom—loyally to serve.

This leads to the conclusion that after all it is service to our fellow men that counts, not ideals that mean chaos and destruction of all they hold most dear. This new political gospel contemplates civic activity by such organizations as the Rotary club, which seeks not its own preferment but the benefit of all mankind.

—R. P. Harrison, Rotary Club of Muskogee, Okla., Clerk of the United States District Court, in an address to his club.

## A Chapter on Cooperation

IT seems to me that there are just two ways to handle your neighbor so as to have peace in the neighborhood. One is to ignore him entirely, shovel the snow exactly up to the line of his fence and no farther, and the other is to meet him at least half way and a little more and be able to borrow his monkey-wrench or lend him yours when needed.

Out in our suburb we nearly all raise gardens and we get along fine, exchange seeds, bulbs, shoots and ideas, borrow each other's pruning knives and lawn mowers (and forget to bring 'em back), discuss the merits of our different brands of corn-cob pipes and enjoy each other. But there are a few fellows out there who do nothing but criticise our efforts and let the dandelions from their own unkept lawns blow over and seed ours down. And I want to say to you that they don't stack very high with us.

Now, if your neighbor in business is your competitor in the dental supply business you can't ignore him any more than you can ignore the fellow who seeds your lawn to dandelions. From the nature of the business, you come into contact with him every day, either personally or thru your salesmen. So it's one of two things—either be on friendly cooperative terms with him or start something. Out here in the West we've found that it pays better, in real honest-to-gosh dollars and cents, to cooperate than to fight.

Please don't get the idea that we don't scrap

for the business, for we go after it hard, up to the point where one of us lands the order. But when that order is once landed we all lay off from that particular prospect and instead of wasting time on a dead issue we try to locate a live one. Knocking the other fellow's sale doesn't get you anywhere and you may be overlooking a live prospect right next door.

### Faith in the Other Fellow

Once in a while we have a misunderstanding, but when we do we have enough faith in the other fellow to take the matter right up with him and in ninety-nine cases out of a hundred we are able to clear it up and get away to a better understanding. And right there, I believe, is the key to the whole situation—faith in the other fellow.

Years ago, when I was on the road, I used to hear about the irregular things the new competitor was doing all over the territory until I began to think that he was the worst thing that ever came into the field. Then some time we'd meet and spend an evening together in some little country hotel and much to the surprise of both of us find that each was a human being. Then we'd iron out a few of the wrinkles and instead of trying to kill each other off by jumping in ahead, and all those other fool tricks, we'd arrange our territory so as to get the most out of it and, incidentally, give the customer better service.

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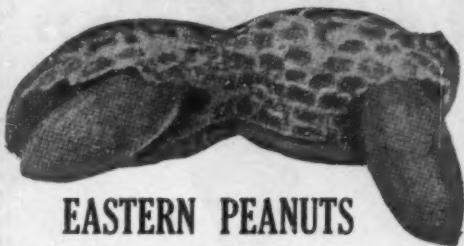
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cently two were A. D. T. A. members and two were rank outsiders. Of course, according to tradition, we aristocrats should have had nothing to do with the proletariat but the afore-said proletariat were such decent fellows and played such a good game of golf that we just plumb forgot our titled ancestry and got busy trying to learn to hole out ahead of them. And from being friends outside of business, we found it easy to be friendly in business and we have found that it pays not only in dollars and cents but in peace of mind.

Last year we entertained the King County Dental Society and got away with it. All four of us belong to the same club, so we chartered the club rooms for the evening, put a little air of mystery around our invitations and, incidentally, worded those invitations so that both the ethical and advertising dentist were invited but, without being able to take offense, the advertiser knew he was *persona non grata*. It was cleverly done and the invitation was written by a non-association dealer.

We put on a short—very short—program in which each of us had a part and incidentally this was the best stunt of the evening. We admit it. We acknowledged it ourselves, for no one else seemed to agree with us.

Then we turned them all loose at Kelly-pool, putting contests, card games, etc., and gave small prizes in the shape of packages of burs,

cement, stopping and other goods from our stocks. An hour or two of that and we served an *al fresco* luncheon and when the one hundred and fifty guests went home at midnight they voted it the best meeting the King County Dental Society had ever had, and the best attended. It cost us about \$55 apiece, but if you think it wasn't worth while to us just ask the King County Society.

When this little four-cornered dealers' club of ours has anything on its several minds we simply telephone to each other to meet the gang at luncheon at the Club and settle it in no time, whether it's an adjustment of new freight rates, parcel post, insurance or what not. And, speaking of parcels post and insurance, we all charge both items to the customer; i. e., all parcel post on packages weighing more than four ounces and all insurance on packages of \$5 value or more.

When the war embargo on gold products was put in force by the United States Government, the Seattle dealers very easily and quickly arrived at an understanding in regard to the situation and put that product on an absolutely *spot cash* basis, and we made no exceptions. Also, the customer who had previously bought from the other fellow was gently, but no less firmly, referred to his regular dealer for his gold demands.—George A. Lockman, Rotary Club of Seattle, Wash.

## Chambers of Commerce and Politics

IN the United States the whole Chamber of Commerce idea has taken on a new significance in the last few years. Chambers of Commerce that simply collect dues and try to get new factories located in their towns do not attract much attention these days. There is little use spending time in that way.

Unless the commercial organizations can become an instrument of better government in this country, they are not worth while. That means that the word politics must be spoken and printed out loud and not whispered in the alleys and behind the corners. It means that these commercial organizations must go head over heels into politics, tell everybody that they are in, what they are in for and play the game with the cards right out on the table so that everybody can see what is being done!

It is perfectly ridiculous for business men, individually or thru their organizations, to say: "That's politics, we can't touch it." Politics—the word—earned its ill repute, not thru any fault of the institution itself, but from the fault of the people into whose hands it has been given; it is our fault that they have had it in their hands, and it is our job to re-create and re-establish the word politics as a dignified, necessary and important operation and enthusiasm for every business man.

The Chambers of Commerce have got to be the leaders. Nobody here in America can run any business without coming into definite, personal contact with the government. They ought to come into definite, personal contact with the government.

When the problems of government are easy, when the city, state or municipality is small enough, and the income comes easy enough so that no one cares much how it comes or how it

is spent, the business institutions had nothing to do with government. That is not the case now. The cities and the countries all need more money, at least they think they do, and I think they do. The state needs money, the federal government needs money, and everybody now is beginning to feel the pressure of the cost of governing, because the governments are taking on a great group of new problems. They no longer do the simple, obvious things. The city governments particularly have led in them; the social problems have become so important that the city government must go ahead and spend large amounts of money to settle them.

I think the Chambers in this country have to proceed on the theory, so far as their members are concerned, that their duty is done when they have provided a good city or state or nation to do business in. They are not to get business for anybody. The getting of the business is the job of the sales force represented in the Chamber, but the Chamber's job is done when it has made a good field in which to conduct business generally.

Of course that means that the Chamber's job is no longer an easy one. It means that the problem is very, very difficult. It is easy enough to go and talk to some one who hasn't any money, anyhow, to come and build a factory in a town if you say you will furnish the money to him to build it. I cannot imagine any easier sales proposition than that. The hard job comes in the problems that are really hard.

We are never going to do that unless we can keep preaching the gospel of really unselfish service. I don't mean high brow uplift stuff at all. That won't get anywhere. It means we have really got to get out and show people the way, we have got to take leadership in the things



we know about, and have got to let others take leadership in the things we don't know about.

The trouble with the average American business man is that he thinks because he can run a factory, his political sense is omniscient. I don't know anybody, by and large, who has as little political vision as the average American business man. He hasn't been educated to it. Just as soon as he gets his attention directed to it he is going to get that.

—Bascom Little, former president of the Chamber of Commerce of Cleveland, Ohio.

## A Business Club

"THIS is a Business Club." Such is the exclamation we have been hearing rather frequently of late from one or two of our members. At first sight it would look as if the phrase was used as a slogan to urge greater efficiency in all we do. O dear no! It is merely used as an excuse for turning down proposals of various kinds.

It is a curious psychology that leads men to use the slogan of progress as a hammer to kill progress. But 'twas ever thus. For the last four years such people have been crying out "We are at war, therefore we must not think of doing so-and-so"; now that they cannot make that excuse they cry out "We are a business club."

If we are a business club—and we are—let us get busy. Business is not merely a matter of trade, ledgers, discounts, and percentages. Rotary exists for business—the business of Service, not the business of selling. And thus Rotary stands for more than merely "business efficiency."

We are out to benefit the community, firstly, thru our business or profession by conducting this with real efficiency, and secondly, thru the close cooperation fostered by Rotary acquaintance. There is no limit to the sphere of our activities; we can embrace local, national, or international projects and carry them thru with equal efficiency because of the structure of our organization.

But first, we must become well acquainted one with another, and to that end various social schemes must be fostered among ourselves. Acquaintance is a *sine qua non*, and that effected, our powers are limitless. Don't let us shirk our duties behind catch-phrases.

To promote acquaintance the social element is essential. Therefore we have our golf club, or ladies' evenings, our process of "mixing" at weekly luncheons, the insertion of portraits in the roster, and a hundred other devices. Now that the fighting is over, we are concentrating on the social side, and it is right that we should be merry. And we should be merry *all* the time, and work will be so much easier and pleasanter.

—Thomas Stephenson, in the *Edinburgh Rotary Bulletin*.

## A Rotarian and Public Schools

THE duties of a Rotarian to the Public Schools of his city may be summed up in the one word—Betterment. This assertion is based upon the perfectly safe proposition that the public school systems of all cities, no matter how efficient they may be, are always capable of improvement. In order that he may serve in the betterment of the public schools of his

city the Rotarian owes it to the schools specifically:

(1) To aid in securing adequate funds for buildings, equipment, and teaching force. Note that the words, adequate funds, not excess of funds, are used. In other words, the Rotarian's opportunity for service in bettering school conditions involves an intelligent comprehension of the problems of school finance, the sources of school revenues, the amount and distribution of revenues, comparative revenues, bonded indebtedness for schools, and so on.

(2) To see to it that the public schools are not brought within the sphere of political influence or to see to it that they are removed from the sphere of political influence, as the case may be.

(3) To cultivate a demand for qualified teachers and school officials and a high order of teaching.

(4) To accord to the public school teacher the dignity of a profession.

(5) To discourage the circulation of rumors concerning the schools until the facts in the case are known.

(6) To knock the schools if need be—with a hammer whose noise cannot be heard outside the city limits.

(7) To make criticisms, constructive or destructive, directly to the school authorities.

(8) To cultivate the schools as a commercial asset of the city.

(9) To know something of educational progress and to break away from ill-founded educational traditions.

(10) To make of education a *man's* business.

If I were asked the question, what is the matter with the public schools? I should answer: (1) Inadequate buildings. (2) Inadequate equipment. (3) Poorly paid, overworked, poorly trained teachers. (4) Unmerited distrust of the judgment of teachers. (5) Politics. (6) And especially too little *man* in the business.

—Arthur F. Harman, Rotary Club of Selma, Ala.

## A Farm Bulletin Board

A PRACTICAL farmer has set up a farm bulletin board that he calls his store window. It is a neatly-made blackboard with the name of the farm painted across the top and the name of the proprietor in smaller letters underneath. The board is divided into two sections, one being given over to articles of sale, the other to articles wanted. In order to attract the attention of those who pass the farm the blackboard occupies a conspicuous place near the mail box.

It is interesting to watch the people who go by. Just as anyone will stop to look at an attractive store window, whether he wishes to buy anything or not, so the passers stop to read what is listed on the bulletin board.

Many city travelers who had no thought of buying stop, after reading the announcements, to get a few dozen fresh eggs, a pound or two of good farm made butter, some fruit or other produce. Not a few come back for more when they find that their purchase was satisfactory. The bulletin board also helps to sell stock and machinery no longer needed.

## The ALLEN TIRE CASE



The ALLEN TIRE CASE provides complete protection for the spare. The high Quality of this tire case is recognized by motorists everywhere.

ALLEN AUTO SPECIALTY CO.  
16 W. 61st St. New York  
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## Molle Typewriter



Neither Toy or Experiment

APPROVED AND USED BY U. S. WAR DEPARTMENT

Standard machine weighing 11¼ lbs., unbreakable one-piece aluminum frame, universal keyboard, 90 characters.

Possesses every essential feature of larger, heavier, more costly typewriters. Three unit machine: base, carriage and action. Many troublesome parts eliminated.

The machine for both office and home. Does the work of any typewriter, regardless of cost.

OFFICE AND FACTORY

Oshkosh

Wisconsin, U. S. A.

## POSTAGE

The monthly magazine that tells how to transact business by mail—Advertising, Selling, Buying, Collecting, Letters, Office Systems. A necessity in every business office. 6 mos., \$1.00; 1 year, \$2.00. POSTAGE, Room 297, Metropolitan Building, New York

## Sales Agency Wanted

A member of The New York Rotary Club wishes to secure Sales Agency in New York City and near-by territory for manufacturer requiring representation by experienced salesman capable of producing results, maintaining own office and organization.

Also Rotarians may arrange to establish New York Headquarters at my address for the reception of callers, mail, 'phone and telegraph messages. Our organization will take care of business and execute commissions for principals during their absence from New York.

**J. KENDALL SMITH, (Rotarian)**  
171 Broadway, New York City



The Electric Safety razor makes shaving a pleasure. Blade vibrating 7,200 times a minute cuts the beard smoothly and without slightest pull or irritation—feels like a gentle massage. Can be used with or without electric current.

All users of the Lek-Tro-Shav speak well of it

A barber says: "Have shaved for years and have never used any shaving device near its equal."

A home user says: "The most pleasing shave I've ever had in my life. Shaves my face closer than I used to shave, but there is no after irritation or ill effects, as I usually get from another razor."

No. 1. Made for use from Light Socket.

No. 2. Made for use from Dry Battery.

Write for illustrated circular describing Lek-Tro-Shav Safety Razor fully.

**VIBRATING ELECTRIC RAZOR CO.**

Dept. 136, Omaha, Nebr.

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## The New Willard

Headquarters Washington Rotary Club.  
**FRANK S. HIGHT, President, Rotarian**  
Visiting Rotarians Welcome



Depository of I. A. of R. C.

## OUR FISCAL AGENCY

will serve you as

**Custodian Secretary**  
**Accountant Treasurer**

thus enabling you to devote your full time to your business or profession.

Write for explanatory booklet  
"The Fiscal Agent"

Trust Department

**UNION TRUST COMPANY**  
Madison and Dearborn Streets, Chicago

# The Purpose of Rotary

(Continued from page 239)

our friends of the ministry than to say it is a sort of modern combination of the circus and the camp meeting. Democratic to the core, it brings together men from every honorable walk in life and bids them break bread together and be friends and brothers. It removes the restraints of age and makes us boys again. It breaks down the barriers of business reserve and pries open the clam of competition. Rotary is a builder of friendships and a refiner of men and measures.

The purpose of Rotary is reflected in its motto: "SERVICE, NOT SELF; HE PROFITS MOST WHO SERVES BEST." So we preach no doctrine strange or new.

Some, and even some Rotarians, have misunderstood the aims of Rotary. They have considered it the banding together of a select few from the various lines of business with a view to securing reciprocal patronage. That is exactly what Rotary is not. No Rotarian, as such, is bound by any business obligation to any other Rotarian.

On the other hand, it is a representative organization. But instead of the members being representatives from the various lines of business to Rotary they are representatives from Rotary to the several lines of business, carrying to those lines the doctrine of friendship and efficient service.

Some have considered Rotary a selfish organization because of its limited membership, as there can be only one regular member from each separate line of activity. The purpose of this is to keep out of the club business jealousies and every other thing that might hinder freedom of thought and expression.

The Spirit of Rotary is not the spirit of competition but of co-operation. Each member becomes a missionary, carrying the gospel of friendship and service to his own craft. In this way, for example, the members from the several lines of retail merchandising carry the doctrine of service to the retail merchants' association. In like manner the spirit of Rotary may find its way into the chamber of commerce, into the bankers' association, into the ministers' conference.

Rotary takes no part in partisan politics but stands always for civic uplift. The formulated objects of Rotary are four:

*First*, the betterment of the individual member;  
*Second*, the betterment of the member's business both in a practical way and in an ideal way;  
*Third*, the betterment of the member's craft or profession as a whole;

*Fourth*, the betterment of the member's home, his town, his state and country and of society as a whole.

Rotary then is a betterment club that seeks to better every man and to enrich every field of endeavor. It binds men together with bonds of intimate acquaintance and friendship. Thru its district organizations, neighboring towns are brought into friendly relations while its international organization seeks to cultivate the friendship of nations. President Wilson appreciates the importance of this last named purpose for he has said, "The only cement that will hold this world together will be the cement of friendship."

So the purpose of Rotary is not new. Its motto is but the expression of a universal law

that is coexistent with the human race. Ever since the Great Teacher trod the vine-clad hills of Judea declaring that "the Son of Man came not to be ministered unto but to minister," have men here and there arisen who exemplified in a more or less perfect degree the doctrine of service. Meanwhile, men and nations have risen and fallen in their effort to discredit His cardinal teaching, that whosoever will be chief among you let him be your servant.

Our organization is very attractive to us—so much so I dare venture the belief that we score a larger percentage in attendance than any other organization in the world. And I assert that its chief attraction lies in its holding up to men in a practical way the teachings of Him who said, "And I, if I be lifted up, will draw all men unto me."

—James Frantz, Rotary Club of Roanoke, Va., in address when ministers of that city were special guests at a club meeting.

## Interpretation By Living

NO tongue nor pen can truly interpret Rotary. A true interpretation of Rotary can only be given in the lives of earnest, thoughtful men.

I believe that in the life of every individual is found a spot from before which the veil has never been rent; there is a ground upon which no human eye has ever gazed; there are depths in every human soul that no plummet has ever sounded. It is on this holy ground that the spirit of Rotary springs to life and becomes a living force in the individual life.

How fitting is the symbol of Rotary; a wheel; which speaks to us of unity of purpose and endeavor as exemplified in the hub. It speaks to us of the universality of its being.

Rotary stretches from shore to shore, from continent to continent and, as the rim of the wheel of Rotary hath no beginning nor ending, so, too, the spirit of Rotary hath no beginning nor ending. When the heavens and the earth shall have past away, Rotary will still remain, for as the wheel of Rotary is cemented and held together by spokes so also is Rotary cemented and held together by the fundamental characteristics of the spirit of Rotary—characteristics which are everlasting and eternal.

Altho the Rotary organization is young—being founded on the 23rd of February, 1905—yet the spirit of Rotary is eternal because it is the spirit of the Creator. This spirit was born on earth that Christmas morning when the angel sang "Peace on earth, good will to men," proclaiming the birth of the humble Nazarene. It was that lowly child of whom it was said in later years, "That he went about doing good," who brought to life the spirit of Rotary. No simpler yet nobler epitaph could ever be written than this, "He went about doing good."

When we have come to the end of our journey of life may it be said of us that we went about doing good.

## Spirit of Rotary Embodied

Those words embody the spirit of Rotary. They interpret our motto of SERVICE, NOT SELF—HE PROFITS MOST WHO SERVES BEST—that is Rotary—unselfish service for others with no thought of individual reward; service that is



accomplish in secret—a service that seeketh not vain glory nor the applause of the multitude, but a service whole-hearted and devoted to the attainment of the end to which it has pledged its efforts. This is Rotary at work.

The spirit of Rotary is single-mindedness. Deep in every human heart is a longing, unspoken, yet deep and lasting—to be a better, nobler man today than yesterday, to bring life to a higher plane of manhood. This longing is universal and it is this longing, focused and centered in the aim of Rotary, which makes Rotary single-minded. For Rotary stands for the spiritual uplift of the individual; for the spiritual upbuilding of the social, political and patriotic life of the community. To this end is Rotary pledged—for this aim will it battle unceasingly and never falter.

The spirit of Rotary is the spirit of brotherly love and compassion; that spirit which recognizes each's keeper; that spirit which causes us to stretch out our hands to relieve the needy, to hide with the cloak of love and compassion the shortcomings of those less fortunate than ourselves, ever remembering the stern words of the lonely Nazarene, "He that is without sin, let him cast the first stone."

### Spirit of Friendship

The spirit of Rotary is also the spirit of friendship. Rotary crystallizes friendship and forges the bonds of love so strongly that death cannot break them. "The love of man for woman has been sung since the worlds began; but there's something nobler, grander in the love of man for man." That is Rotary friendship—a friendship which endures.

It is a beautiful thought that in the twilight of life, as we sit by our fireside surrounded by our loved ones and ponder over the past, the things that stand out will be our friends and the sweet communion that comes from true friendship. Except home and kin there is nothing that adds the great fundamental truth that I am my brother—so much to the real value of our life as do our friends. It will be wonderful in those closing

hours of life to hear again the welcome voice of Tom, Bert and Paul and to laugh with them over battles lost and won.

The spirit of Rotary is again the spirit of purity. That purity of life and conduct which alone insures success. Rotary would be a hollow mockery—a dismal failure—if not founded on rectitude of purpose and purity of conduct. The fountain must be pure if the fields of endeavor, enriched by Rotary's stream, will yield their increase.

The spirit of Rotary is again the spirit of good cheer and happiness. Rotary believes in the smiling lips, the hearty handshake, the grand old friendly greeting—"Hello Bill," the cheery song and kindly jest.

### An Unselfish Aim

It is not a selfish aim—this good cheer and happiness which circles among Rotary boys. They long to share it with the world at large. They believe that when smiles are present and happiness abounds, evil and discontent must flee; and so the spirit of Rotary means true contentment.

Patriotic devotion is also an attribute of the spirit of Rotary. Not a patriotism of lips only but of the heart and soul. A patriotism which finds an outcome in deeds, a heart filled with love and gratitude for the many privileges and blessings vouchsafed to us in the land of our birth or our adoption.

Lastly the spirit of Rotary is the spirit of faith; a faith which transcends the doubts and fears of the pessimist; a faith which accepts unflinching the eternal design of our Creator and hence a faith which realizes that man individually is growing better and that the whole world is slowly but surely attaining unto that perfectness designed for it by the Master Builder. This is a Rotarian faith.

In the last analysis the spirit of Rotary is the spirit of Him who went about doing good. May Rotarians everywhere strive without ceasing to attain unto the perfectness of the Man of Galilee.—W. Halnon, Rotary Club of Vincennes, Ind. President Vincennes University.

## Rotary Service and You

"The dogs bark, but the caravan moves on."  
—Persian proverb.

SO it is with Rotary. It could not be otherwise, because of the very spirit of Rotary. From the first, the spirit of unselfed service really governed the destinies of Rotary, altho it took time to develop and make clear the controlling spirit and power.

During the short span of years embracing the life of the Rotary organization, the dogs have barked—in and out of Rotary—but the caravan moves on.

Many Rotary clubs—very likely all Rotary clubs—have within their membership men who are Rotarians only in name—in the letter, not in the spirit. There are no signs following. They were probably highly pleased to be admitted—they gladly pay dues—they attend regularly—attend principally because they are entertained and receive information and instruction. Of course, they are benefited—their vision as well as their acquaintance is broadened and they prize highly their Rotary membership.

Rotary serves them.

But do all members serve Rotary?

Some do not, because they have not caught the true spirit.

Getting—getting more—dominates too many lives. Such men have not tasted the real lasting joys of serving and giving. Perhaps they have served, in cases where the act was prompted by the expectation of something in return.

Rotary service is unselfed service—service divorced from and uncontaminated by the thought of something in return.

Some Rotarians are in clubs to get—not to give. They think it is a "Gimme Club."

I realize, because it is obvious, that every member cannot get up before the club and make an interesting and instructive address, but service to the club or to the community frequently means deeds, rather than words. A man might talk much and do little. In fact, that is often the case. And by the reverse of the rule a man might do much and talk very little. Many such men are in evidence—both in and out of Rotary.

Rotary has a goodly number of men who can, and who do, give us addresses that are entertaining and instructive, and also serve in other ways—deeds as well as words. We are grateful

## Order a "WYLKEDIN" Suit

DIRECT FROM  
EDINBURGH, SCOTLAND

These splendid garments are made in the Scottish capital and represent the very best in Harris, Shetland and St. Kilda real Scotch Tweeds. They are beautifully finished, the tailoring being of the highest class. The importance of the name "Wylkedin" lies in this—it guarantees the garments being all pure wool.



### THE "WYLKEDIN" TRIAL OFFER

There is good business to be done in "Wylkedin" suits and coats in your town. To prove selling powers, order the following trial lot:  
12 "Wylkedin" costumes at.....each, \$30.00  
12 "Wylkedin" weathercoats at.....each, 24.00  
If you want to know more about the costumes before ordering and to inspect the latest styles, write for copy of the latest "Wylkedin" list.

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SNAP SHOT photograph of our famous American Coaster Slide in action. Will take care of one hundred and twenty-five children per minute and is a whole playground in itself. It is manufactured by the only Rotarian in the world who manufactures Playground apparatus. Write for large illustrated catalogue of every kind of apparatus.

### American Playground Device Company

W.W. Huffman, Sec. & General Mgr.  
Anderson      Indiana

Send for  
Your  
Samples!



### HERE'S THE BEST OINTMENT BOX TO USE!

See the white top That's a patent cardboard top over a tin cover. You paste your label on the cardboard, and it never comes off. Or, write on the cardboard and save labels. These ointment boxes sell your goods quicker; are smooth-edged and well finished; they please your customers better. And save you time, trouble and money. Ask for them by name—Myers Patent Tin Boxes—"The Label Sticks—It's Part of the Box." Made by

**MYERS MANUFACTURING COMPANY**  
Rotarian John H. Booth, President  
of Camden, New Jersey

## BURKE GOLF

### Golf Goods of Reputation

**T**HERE'S a BURKE Quality Caddy Bag that will meet your requirements. Made in the Burke Factory, the Middleman's profits are yours. In a wide variety of choice models you are certain to find one to match the most fastidious of tastes.

There's a BURKE Quality Club for your every stroke and every lie. You will find them masterpieces in appearance, balance and feel.

You will appreciate in BURKE Clubs, Shafts and Golf Goods that standard of quality for which the name BURKE is internationally famous.

**The Burke  
Golf Company**  
Newark, Ohio  
WM. BURKE, Rotarian

#### THE BURKE VICTORY

This club, embodying an entirely new principle of underslung weighting, is the very latest in club construction. Typically BURKE in quality, the BURKE Victory is truly a winner.

Joliet, Ill.

### Woodruff Inn

ROBERT F. McROBERTS, Mgr., Rotarian  
Visiting Rotarians Always Welcome.

Lexington, Ky.

### Hotel Phoenix

JOHN G. CRAMER, Sec., Rotarian  
Rotary Club Headquarters. Luncheon Thursdays, 12:30  
Visiting Rotarians Welcome

for such men and we appreciate the valued service they render Rotary and their fellow men.

And I am sure we all appreciate the many members—the majority of the membership—who cannot "perform" before an audience, but who have beyond question the true spirit of the organization—who answer every call and serve to the limit.

And the spirit of the Rotary can be, and of course is, demonstrated outside the limits of Rotary membership. It would be small indeed if we confined our kindly acts, the demonstration of the Rotary spirit, to members of the organization.

The Rotary spirit is infinite—it knows no bounds.

—George E. Hardy, Rotary Club of Cleveland, Ohio.

### The Watch Dog

**L**IFE'S best gifts and its greatest calamities alike can not be described with mere words. Fancy trying to picture—

The lovers glance, the old maid's sigh.

Walter Jones's laugh or Baby Sloat's first

cry.

Our joy at the return of our overseas heroes;

Luther Christie's dismay when his golf game goes badly;

The taste and effect of a cocktail twenty years hence;

Moonlight on the water, or the birds' chorus at dawn;

The emotion aroused by a masterpiece of painting, music, or a play that lifts one for the time being out of his sordid self into the happy realms of make-believe.

Such is the Spirit of Rotary. One cannot be told of it, he has to experience it. It is a habit of mind, a mental attitude, a constant watch dog at the gate of our inner life that keeps away Selfishness, the villain of ugly mien forever trying to stake a claim there.

Rotary says, "Obey that impulse to help the other fellow," while the villain counters with some excuse that tends to abort the divine urge.

It is far more than attendance upon a luncheon once a week, yet this weekly assembling is the tonic that is needed to help the wavering impulse to become a habit. In this rarefied air of congenial fellowship the best that is in a man comes out, and with one accord our hearts and minds are turned toward the day when a call to service shall be answered, not with lagging feet, but, as boys rush to their play, with shouts of joy.

—Ole Burroughs, Rotary Club of Savannah, Ga.

### What is Rotary

**I** HAVE listened with much interest to the many answers to the question, "What Is Rotary?" As I view it, Rotary has two forces, both working to the same end.

One is composed of the older and successful men who have made their mark in the business world but who for many years were entirely enveloped in their business to the exclusion of everything else. Rotary has come into their lives and shown them that they possess something someone else requires and they find pleasure and satisfaction in supplying those needs the same as they would in their own business.

The other force is the young, aspiring business man who, in many cases, is holding responsible positions that have been thrust upon him

but which he is determined to hold. Naturally he is eagerly waiting to grasp any ideas or suggestions that come from successful men and also uses the other members' judgment in testing out his own ideas.

We now ask the question, "Do both these forces put the same into Rotary?" Yes. The first group supply dignity and mature judgment, the second applies enthusiasm—each necessary to the other group, both essential to Rotary.

J. H. Strager, Rotary Club of Lincoln, Nebraska.

### STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912.

OF THE ROTARIAN, published monthly at Chicago, Illinois, for October 1, 1919.

STATE OF ILLINOIS, } ss.  
COUNTY OF COOK.

Before me, a Notary Public in and for the State and county aforesaid, personally appeared Chesley R. Perry, who, having been duly sworn according to law, deposes and says that he is the Editor and Business manager of THE ROTARIAN, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:

That the names and addresses of the publisher, editor, managing editor, and business managers are:

Publisher, International Association of Rotary Clubs, Chicago, Ill.

Editor, Chesley R. Perry, Chicago, Illinois.

Managing Editor, Philip R. Kellar, Chicago, Illinois.

Business Manager, Chesley R. Perry, Chicago, Illinois.

2. That the owners are: (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock)—International Association of Rotary Clubs, Chicago, Ill., an Illinois corporation not for pecuniary profit, no capital stock and no stockholders.

Albert S. Adams, President, Atlanta, Ga.

Chesley R. Perry, Secretary, Chicago, Ill.

Rufus F. Chapin, Treasurer, Chicago, Ill.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)—There are none.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

5. That the average number of copies of each issue of this publication sold or distributed, through the mails or otherwise, to paid subscribers during the six months preceding the date shown above is 45,400. (This information is required from daily publications only.)

CHESLEY R. PERRY.

Sworn to and subscribed before me this 22nd day of September, 1919.

[SEAL.]

Cecil B. Harris.

(My commission expires 2nd Feby., 1921.)



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